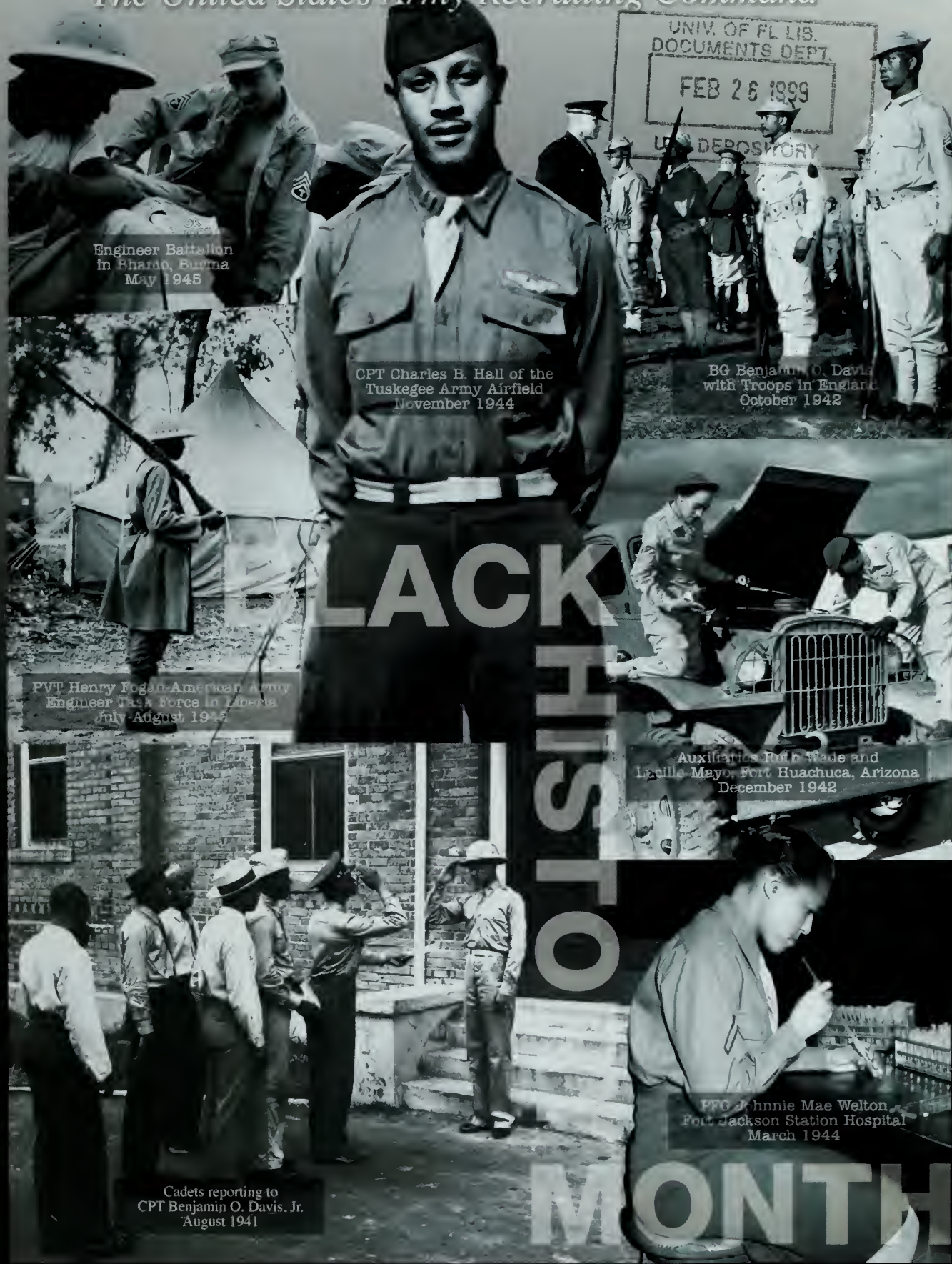


# RECRUITER

*The United States Army Recruiting Command*



JOURNAL-FEB 99



Engineer Battalion  
in Rhango, Burma  
May 1945

CPT Charles B. Hall of the  
Tuskegee Army Airfield  
November 1944

BG Benjamin O. Davis  
with Troops in England  
October 1942

PVT Henry Fogah-American Army  
Engineer Task Force in Liberia  
July-August 1945

Auxiliaries Ruth Wade and  
Luelle Mayo, Fort Huachuca, Arizona  
December 1942

Cadets reporting to  
CPT Benjamin O. Davis, Jr.  
August 1941

PFC Johnnie Mae Welton,  
Fort Jackson Station Hospital  
March 1944

BLACK HISTORY MONTH

Walter Reed Army Medical Center  
Washington, DC 20307-5001



December 9, 1998

Dear General Gaddis:

Please thank your staff for hosting us during our recent visit to Fort Knox.

Your team raised several issues regarding health care for soldiers and families who do not live within 50 miles of a military medical treatment facility. They presented me with a briefing packet that elaborated many of the difficulties recruiters in the field are experiencing. These ranged from medical claims processing, to the pharmacy benefit, to the adequacy of the provider network, to better education and communication, and so many others.

As you know, the TRICARE program that began in the Pacific Northwest (Region 11) in 1994 was fully implemented just this year with the startup of health care delivery in the northeast and north central parts of the United States (Regions 1,2 and 5). TRICARE Prime Remote, the program designed to serve Geographically Separated Units or GSUs, which would serve the majority of your command, is a new concept that is first being implemented across the United States. As a result, we are experiencing many startup problems as we learn how to provide a uniform health benefit where we have not done so in the past.

While I do not have all the answers in hand, I want to assure you that I will do whatever I can to find solutions and to carry your message to the US Army Medical Command and the office of the Assistant Secretary of Defense (Health Affairs). As the commander of the Army medical region in which your headquarters is located, it is appropriate for me to take on the mission of representing all your soldiers and their families, and I am pleased to do so.

Taking care of soldiers and their families is what the Army Medical Department has been all about for over 223 years. I look forward to working with you in the months ahead so that we can, together, provide the Army Recruiting Command family with the finest health care possible.

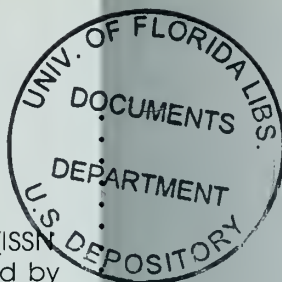
Warm regards,

Leslie M. Burger  
Major General, U. S. Army  
Commanding Officer

MG Evan R. Gaddis  
Commanding General  
U.S. Army Recruiting Command



Recruiter Journal  
Volume 52, Number 2  
February 1999



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**Organizing recruiting stations for success** — BG Wilson said it's not a panacea for success, but it is a tool to be used at station level.

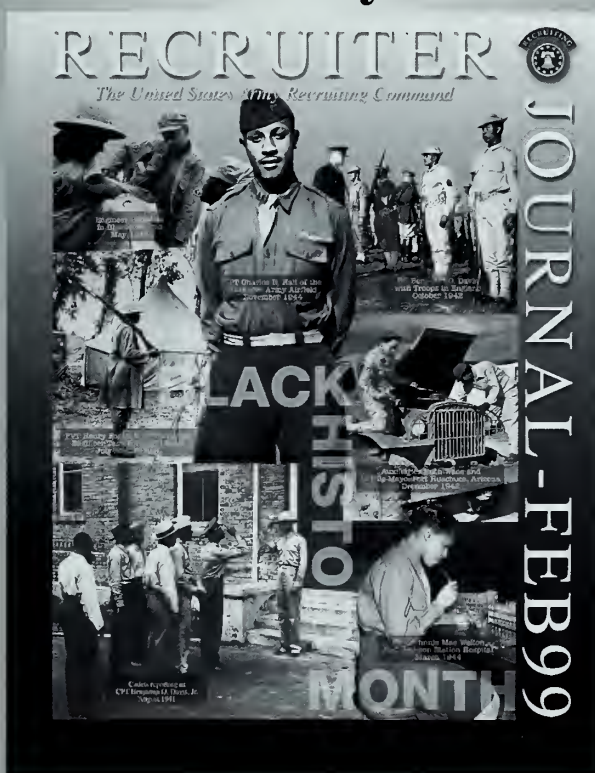
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**Honoring the "woman" Buffalo Soldier** — Cathay Williams enlisted in Company A, 38th US Infantry, under the name William Cathay.

## February is Black History Month



### ON THE COVER

Cover design by Joyce Knight, HQ USAREC. Photographs and captions courtesy of DoD Still Media Records Center, Army Visual Media Library, and National Archives. Special thanks to SGT Rob Mineo.

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## The Right Answer

First, let me say thanks for what you're doing – providing the strength for America's Army. Now, let me talk shop. We have got to do something about working our "quality" market, and by that I mean college recruiting. I want all of this command to understand that we have missed the center of gravity. Our mission box was designed to focus on that center of gravity and, in this case, it's grad males alpha.

I've been traveling around the command, and some of you have been a little surprised to see me. But that's okay as long as you know you have the right answer to the question I'm going to ask you. Some folks have failed my pop quiz. When I ask, "What's your mission?" they give me volume numbers. "Sir, I got one contract" or "Sir, I got four contracts." Wrong answer!

Tell me what you've got against your mission box, and I know your mission box isn't telling you to put in two Bs. Tell me you've got one GMA or a senior. The way you're answering my question tells me we're not focused on the center of gravity. I take responsibility for not communicating well enough what I want you to do. But now it should be clear.

When I'm out there visiting you, I find that we haven't got all the college lists. The Solomon Act requires any school that accepts Federal money to give us their lists. But even with the lists we've got, we're not using them. In some cases, we're using old LRLs — that's okay, because if we contacted all the names of that list, we'd still get some appointments. But I'm seeing evidence that we are contacting less than 30 percent of some lists.

The right answer is, of course, to use new lists, the ones with current names and address. Then compare this year's list to last year's list. That way you can figure out who's still in school and who (from last year's list) is no longer a college student and who is looking for change and opportunity.

You always do what I ask you to do, and I have absolute faith in your ability to perform this job. I thank you for your efforts. But let me refocus you a bit. Understand that I do not expect you to abandon the senior market; but seniors won't access until next summer. We need accessions now, and that means grads. We will need your senior contracts next summer, but right now we need grads.

Some good news — the Chief of Staff of the Army has directed that the Army's surgeon general work with us directly on resolving some of our TRICARE problems. With that kind of emphasis from the CSA, we can expect some progress on our health care issues. Also, I hope you have seen in the news how the Defense budget has been garnering a lot of attention from both the Administration and Capitol Hill. The president has proposed a \$110 billion increase in Defense spending over the next six years, and the legislature is examining the current retirement benefits with an eye to returning them to 50 percent for 20 years of service.



MG Evan R. Gaddis

These are positive changes that will impact you and the soldiers who follow you. You know how important it is that the Army takes care of soldiers, and you understand how important it is that we in Recruiting Command perform our duty in providing the strength.

Good recruiting, and be all you can be!

*Note: The following is a marketing tool developed by COL Don Tarter, director of Recruiting Operations. He thinks you should read this to all your applicants who are wavering between the Army and civilian employment.*

### Looking for A Job?

1. Ask for at least \$1,000 a month to start, plus free room and board, and frequent pay raises.
2. Insist on 30 days vacation per year with pay.
3. Ask them to provide you with work clothes and a yearly upkeep allowance for your professional wardrobe.
4. Ask for free medical and dental care for yourself, and sick leave with pay.
5. Insist that you are permitted to learn a skill at the employer's expense with full pay, and the opportunity to go to college with your employer paying up to 75 percent of your tuition.
6. Make sure that recreational facilities are available through your employer, such as golf, tennis, swimming, weight-lifting, etc. And world-class child care facilities too!
7. Tell your boss-to-be that you expect a \$600 per month increase in your salary if you get married.

What do you think they'll say?



## 90 10 67 2.

I am writing this article because of the questions I've received from many recruiters and station commanders I've spoken with during recent field visits. The data points may be boring numbers, but they can have a serious impact on the future of USAREC and every soldier assigned to this command.



CSM Leturno

90 10 67 2 – no, these are not lottery numbers, although they are winners by my way of reckoning. These are the quality marks mandated by Department of the Army. I know you've heard these numbers before: 90 percent of all enlistments must be high school diploma graduates, the other 10 percent must have a GED or other completion credential, 67 percent of all enlistments must be in Category I - IIIA, and less than 2 percent can be Category IV.

USAREC's FY 99 mission is to give the Army 74,500 RA soldiers. The 1st quarter's accession requirement was 12,420. We achieved 10,076. Our January mission is 6,600. We expect to achieve 6,071. By my count, this puts us roughly 2,800 accessions behind in four months of the FY. We have to ship 6,200 in both February and March; our DEP pool is at 1,954 and 318, respectively, for these two months. We have to ship 5,300 in April and May; our April and May DEP pool is all of 93 and 853, respectively. These numbers are kind of staggering when you think about it. And 80 percent of January's contract mission is grad and grad like. As of January 15, we wrote 3,667 new contracts. Only 2,603 were grad or grad like; 454 were contracted to ship in January and 1,765 in February.

The USAREC MAP requirement for appointments made in January was 138,284; 84,958 are grads. The grad/senior split is 60/40. We actually made 88,867 appointments and 48,538 were grads. We achieved 57 percent of our grad appointments and 76 percent of our seniors. The grad/senior split on achievements is 54/46.

According to the conversion data used to prepare January's MAP, this command has to make 16 grad appointments to write one grad alpha contract and 26 senior appointments to write one senior. The majority of our market is grads. Only this year's senior class can be written as a senior. All of the previous years' seniors are grad or grad like. Students at the colleges are grads. The majority of the work force is grads. I know, it takes more work to make a grad appointment. The challenge is finding the right time, the right place, and the right lead generation activity.

Here's our problem: We have to ship a whole lot of folks to the training base between now and the end of May. Every senior we contract will ship between June and September and the DEP pool looks pretty good for the summer. But the training bases expect to receive a set number every month and rightly so. They don't have the trainers to ramp up for the summer as in past years. That means unless we make up the last four months' accession deficit between February and May,

we can't make it up. You have to understand the priority now is grads. Your mission is to achieve mission box and the box is almost exclusively grads. If your prospecting plan is built on MAP requirements, then it should be grad heavy. However, our accomplishments tell me not only are we not prospecting enough in the grad market, but we're not even planning enough.

We've got to discipline ourselves to achieve each week's plan. The alternative to your fixing the plan is someone fixing it for you. USAREC was at risk of missing its monthly accession mission in the 3rd quarters of FYs 92 and 93. Then the command directed grad prospecting and cut us off from writing seniors altogether. None of us want that. I know the story. This year's work in the senior market will give us next year's grad contracts. Last year USAREC went heavily into the high schools. So where are the grads? We're running out of options.

You're seeing new incentives hit the street and there are more coming. These incentives will help sell contracts but we're not talking with enough graduates to sell and we're running out of time. Let's not make this job any tougher than it

***Either we get into the grad market with smart planning, aggressive execution, and timely follow-up so the Army story is told to more folks, or we fail.***

needs to be. The Army needs 74,500 soldiers this year. We can't ship them all this summer, which means we have to meet our monthly ship objectives. We can't ship seniors now, so we need grads. Either we get into the grad market with smart planning, aggressive execution, and timely follow-up so the Army story is told to more folks, or we fail. And as I've said before, we will not fail. We depend on every recruiter and leader to focus on the mission.

Now let me remind you of those other numbers in paragraph one – 67 percent I-III A and less than 2 percent Category IV. For every IIIB or IV we write there have to be two with an AFQT of 50 or better. If you're wondering why some days you can't write another and the next day they're wide open, it's because the CG has made the decision to fall below the quality marks to save as many near-term training seats as possible.

Remember, these marks are mandated by DA. We don't have an option. Writing the nonquality early puts us at risk. We have to stay focused on prospecting for quality. If we continue to write IIIBs at our current rate, then we may find we can't write them at all.

I wouldn't have spent the time telling you this if it weren't important. I don't believe many of you know how closely this is all managed at USAREC. Go for mission box. That's what we're all about.

"Providing the strength." Only we can do it, so let's do it. 🇺🇸

## MSG/1SG – from 24 to 26

by *Gerry J. Gilmore, ARNEWS*

Eligible Army master sergeants and first sergeants will be able to serve two more years on active duty thanks to a retention control point (RCP) change.

The policy change, which became effective Jan. 1, 1999, raises the RCP for those noncommissioned officers from 24 years to 26 years, said SGM Jerome L. Pionk, retention policy proponent, Office of the Deputy Chief of Staff for Personnel.

The Army wants to retain its quality senior NCOs, and the RCP change helps it to do just that, Pionk said. Retention control points indicate mandatory retirement dates for various NCO ranks at certain years of service.

This year, Pionk said he expected "a little over 300" master sergeants and first sergeants to take advantage of the change, and continue on active duty another two years.

The RCP change also helps the Army to better manage its senior NCO population, both in numbers and opportunities for promotion, Pionk said. "Prior to the drawdown, the master sergeant/first sergeant retention control point was 27 years," Pionk said. "Around FY 92, we changed that to 24 years."

"We had received a lot of inquiries from the field about senior NCO shortages, particularly first sergeant shortages," Pionk said. "There is also some belief from people in the field that the master sergeant population, in particular, is not being given enough opportunities to compete for promotion to sergeant major and the sergeants major course."

The decision was made by the Army leadership to increase the retention control point for master sergeants and first sergeants to 26 years, since that seemed to be when most master sergeants and first sergeants were retiring before the drawdown, Pionk said.

The change is not retroactive to master sergeants/first sergeants retiring before Jan. 1, 1999.

However, after that date, those soldiers who want to serve another two years, even if they have put in their retirement paperwork for after Jan. 1, may seek to recall it, as long as no travel movements have been made, Pionk said.

Also in 1992, Pionk said, the retention

control point for sergeants first class was changed from 24 years to 22 years. However, that RCP will remain the same, for now, he said.

## New PT standards – Feb. 1

by *SFC Connie E. Dickey and*

*Gerry J. Gilmore, ARNEWS*

Army Chief of Staff GEN Dennis J. Reimer approved implementation of the new APFT standards for Feb. 1, 1999.

The new standards were originally scheduled for Army-wide implementation Oct. 1, but were delayed. SMA Robert E. Hall said he believes soldiers will do well on the revamped PT test.

"The delayed implementation had nothing to do with whether or not soldiers in the field were ready (for the new test)," Hall said. "I expect scores to drop 4-6 points, but the bottom line is the NCO Corps is ready for the new standards and has been all along."

Hall said, "One reason for the delay was because new PT scoring cards had not been printed and a larger reason was that Department of the Army leadership had not received input from major commanders offering feedback on the new standards."

"The new cards have been printed and shipped to distribution centers and should be ready for pickup by units now," said MAJ John A. Hughes with the Deputy Chief of Staff Operations and Plans, Institutional Training Division.

The current physical fitness standards have been in effect since the 1980s. The test used now was developed and adopted in 1984. In 1992, Training and Doctrine Command began reviewing the Army Physical Fitness Test to see if it was valid for the Army.

"This is the result of a five-year study," said COL Stephen Cellucci, commandant of the US Army Physical Fitness School at Fort Benning, Ga. "The old test standards didn't enable men and women to be evaluated fairly," Cellucci said. "The new standards address this issue as they were derived through scientific methods."

"The new standards are, overall, tougher for both men and women; we had to establish equity for men and women of all age groups," Cellucci said. "Now, you have equal points for equal effort."

The new PT test adds three additional age groups: 52-56; 57-61; and 62 plus,

Cellucci said. The previous test's most senior category was age 51, which, he said, raised unrealistic fitness expectations for older soldiers.

Career Army officers and noncommissioned officers, Cellucci said, are scoring well beyond the Army average PT score.

The average scores for the new PT test "should be around 238," Cellucci said, which is close to today's average. Starting Feb. 1, soldiers who want to earn a fitness badge will need to score 270 total points – 90 per event – instead of the 290 points now required. Cellucci said that 90 points per event should be equal to an "A" or excellence.

Soldiers who wish to keep their fitness badges will need to revalidate them at each PT test, Cellucci said.

"Today's soldiers are in the best shape, ever," he said.

## DoD proposes largest military pay hike

by *Jim Garamone, AFPS*

WASHINGTON — An across-the-board pay raise, a targeted pay raise, and a return to a retirement plan that pays 50 percent of base pay at 20 years are the three key elements of a compensation plan for service members.

The compensation plan — announced by Defense Secretary William S. Cohen and GEN Henry Shelton, US Army, chairman of the Joint Chiefs of Staff, during a press conference at the Pentagon Dec. 21 — will be part of the President's fiscal year 2000 budget.

The across-the-board pay raise is pegged at 4.4 percent and will take effect Jan. 1, 2000. Pay raises for the "outyears" of the budget — through 2005 — are tentatively set for 3.9 percent. "The increase is the largest in basic military pay in nearly a generation," Cohen said. "It compensates our service members adequately and fairly."

The targeted pay raise is aimed at mid-level NCOs and mid-level officers. Raises call for an additional .5 percent to 5.5 percent taking effect July 1, 2000. If approved, one million service members will get a targeted raise, Pentagon officials said. These are the most highly trained personnel and the most attractive to private industry.

A senior defense official also called the targeted pay raise "pay table reform."



He said the officer pay table is the “most out of whack” with only 37 percent of raises over a career coming from promotions and the rest through longevity. “The preponderance (of new targeted raises) are based on merit, performance, promotion versus just simply being in the service for long periods of time,” said the official.

The revision in pay tables would reward the “fast burners,” Shelton said. “If you take one of our great staff sergeants (E-6) that has eight years of service, you’ll find that one of his subordinates, who may be a sergeant, an E-5 pay grade, who has 14 years of service, makes as much or more than he does.”

Cohen said this would allow DoD to do a better job in highlighting performance and rewarding service members for their skills, education, experience and leadership abilities.

The third part of the compensation package will change the current retirement system. Cohen said during his travels around the military, service members tell him the current “redux” retirement system, which came into effect on Aug. 1, 1986, is perceived as unfair. The previous retirement system provided 50 percent of base pay if a service member retired with 20 years in the military. Under redux, service members retiring after 20 years receive 40 percent of their base pay. Many mid-level service members who leave the service cite redux as one of the primary reasons for not staying.

“We are committed to returning 20-year retirement to 50 percent of base pay,” Cohen said.

Cohen said the message service members should get from the compensation package is that DoD has heard their concerns and will act on them. “We believe this package will be fair and effective,” Cohen said. “We must compensate men and women in uniform properly in relation to their peers and in relation to the larger economy.”

## Faith in today’s soldiers

by GEN Dennis Reimer, US Army Chief of Staff

I had my faith in America, but, specifically in the youth of our country and the Army, restored several weeks ago.

A soldier of the 90s decides to sign a contract to join the Army. He attends One

Station Unit Training (OSUT) here at Fort Benning and graduates in the summer of 1998. Following graduation from OSUT, he continues his training as part of his contract, and in-processes with the 1st Battalion (Airborne) 507th Infantry — Airborne school.

During jump week, on jump number two, his reserve parachute activates in the aircraft while the doors are open. As the reserve canopy inflates and moves to the door, the soldier reacts to the training that has been drilled into him — Beat the canopy out the door! As the soldier races down the length of the aircraft, he pushes the canopy away from him to reach the door and get out first. Unfortunately the canopy won the race, it reached the door before the soldier did. During the course of the race to the door, a few static lines wrapped arounds his fingers. The result was an instant detachment of his middle two fingers (below the second knuckle) from his left hand.

Now at this point could you blame the soldier for not completing Airborne School and proceeding onto his unit? He has sacrificed parts of two fingers to the Army. I could not blame him. The soldier remained at the Airborne School as a medical hold, in order for his hand to heal.

At the beginning of December, the soldier received a medical clearance to move on to his unit. But, he decided to complete what he started and returned to the airborne course. He still needed three jumps to earn his airborne wings. I met the soldier on Dec. 8 and had the opportunity to talk with him — PVT Newell — Joe American — normal, clean-cut kid with a high and tight. He had the appearance of your little kid brother dressed up in BDUs. On Thursday, Dec. 10, five months after donating parts of his body to Fryar Drop Zone — PVT Newell completed his fifth jump, received his airborne wings and graduated Airborne School.

But the story does not end here.

The soldier could have quit and many would have thought he would but, he didn’t. He probably could have gotten a medical drop from the Army and taken the money and run but, he didn’t.

On Monday, Dec. 14, Private Newell reported to the 75th Ranger Regiment. He went to the Ranger Regiment to complete his portion of the Airborne/Ranger con-

tract that he signed when he enlisted in the Army. He went because he wanted to complete the Ranger Indoctrination Program (RIP) and become a Ranger.

When I talked with PVT Newell, his concern was that he would have a hard time in RIP. He was concerned with his ability to grasp a rope, because he was still getting used to only having two complete fingers and a thumb on his left hand. He said wanted to complete RIP and become a Ranger.

I told PVT Newell that he had already accomplished something of great importance early in his career. He did not quit. He had demonstrated the will to drive on and persevere — he possesses discipline and the infantry spirit. I told PVT Newell that all he needed to do is continue to drive on. Make them tap him on the shoulder and pull him from the course, but not quit, maintain that fighting spirit. I told PVT Newell that quitting was like a disease like AIDS once you have it, it only gets worse.

In a time where: Officers coming into the resident course here at Benning want to resign, or quit. In a time where: A soldier tells a 1SG, “I have been training for four months in OSUT, I have been training too hard and I need a break,” and quits Airborne school before his third jump (after completing ground and tower weeks). In a time where you really wonder what’s happening to the Army — there is a PVT Newell.

I would take a company of Private Newell’s as a company commander. I think that any battalion commander would take 700 Private Newells. He is the kind of soldier I want in my Army. He is the kind of soldier we need in our Army.

My faith in the generation of today has been restored. Just when I really wondered about what was going on in the Army, and happening to the Army, I meet a soldier who eliminates those thoughts.

If there is one PVT Newell out there — there has to be others. We probably see those soldiers everyday and never know it. It does not take losing a body part to discover them. We need to cultivate, train, mentor, and nurture those soldiers.

PVT Newell is the soldier that we need to meet the 21st century with and win in the future. Keep an eye out for your PVT Newell.

# Speaking for success



*by MSG Robert J. Martin, Recruiting Operations, Training*

**T**here is not another job in the Army that has more influence on the quality of the Army than recruiting. And it could be said that not one single individual influences recruiting more than the recruiter. The Army Recruiter fulfills several roles in both the Army and the community in which he or she works. Our mission as a recruiter is to create an interest in the Army within the community and subsequently enlist highly qualified people. In order to accomplish our mission, there are several roles we must assume:

- a. communicator
- b. planner
- c. public relations specialist
- d. market expert

Each role is explained in depth in USAREC Pamphlet 350-7, paragraph 2-1. Each one is significantly important, but the role of the communicator is probably the most important skill an Army recruiter must master. Visits throughout the command indicate that most school programs share one common deficiency – lack of classroom presentations. The fear of the recruiter, seasoned or new, to stand in front of a live audience contributes tremendously to this trend.

Effective communication through speaking is one of the main ingredients to success. The ability to speak comfort-

ably to a group or to individuals enhances our ability to attract qualified applicants for enlistment. Conducting presentations in the high school contribute significantly to the overall success of a school plan. Feeling comfortable while conducting a speech increases our ability meet the regulatory requirements to make classroom presentations as outlined in USAREC Regulation 350-6.

As an Army salesman, your time is the most important asset you have; therefore you cannot afford to waste it. Speaking is one of the easiest and fastest ways of getting your message across. You must always speak for one purpose – to “sell” the Army! Talking is the principle tool of the Army salesman. Talking can be the warmest, most pleasant, most compelling method of persuading or encouraging people to choose what ought to be done – or to believe what ought to be believed. It is one of the best ways to get Americans to support an Army that can win wars against any combination of enemies. An effective speech consists of the following components:

## Effective communication

This applies to speaking not only to groups of people but to individuals as well. How you speak is part of your personality. It either adds to your effectiveness or it detracts from it. Either you pack your words with precise meaning, or you create sales resistance. No matter how well you know your product and no matter how enthusiastic you are, when you speak as a representative of the Army, you either sound like an expert with confidence and credibility or a inexperienced, unreliable source.

We all differ somewhat in our ability to make a speech. Some people can speak on a variety of subjects with little or no preparation, while others must plan carefully what they want to say. The bottom line to effective communication is to ensure that the message transmitted was received and understood by the audience. Your vocabulary plays an important role in this step. Internalize the language you see and hear on the multi-media sales presentations, commercials, and advertising print such as RPIs and magazines, and use it to pack your speech with power and enthusiasm.

## Speech preparation

There are six steps in speech preparation. Follow these steps when preparing a speech:



## **Step 1. Determine the purpose of your speech.**

**a. General Purpose.** The aim of every speech is to get a reaction from the audience. In determining your purpose, you must first determine the type of speech you must make to get the reaction you are seeking. Generally speaking, the type of speech you make is a persuasive speech, since you are persuading the audience to enlist.

**b. Specific Purpose.** After you determine the type of speech, you should decide the reaction you are seeking. The audience must be directed to some specific understanding, belief, feeling or action. The specific purpose may be defined as “the exact thing at the speaker wants the audience to do, understand, believe, feel, or remember.”

## **Step 2. Analyze the audience and the occasion.**

**a. Audience.** There are a number of facts about an audience that you should know. Find out as much as you can about each of the following, and carefully analyze what you learn:

- The size of the audience
- The age and gender of those making up the audience
- The occupations and education of the members of the audience
- Memberships of persons in the audience in social, professional and religious groups
- The audience’s knowledge of the subject
- Primary interest and desires of the audience
- Recent fixed attitudes and beliefs (current events)
- The attitude of the audience toward the speaker, the subject, and the purpose

**b. Occasion.** You must be prepared to adjust yourself to the occasion of the speech. Speaking about combat arms to an all-female audience may hinder the specific purpose you are seeking. Analyze by asking yourself the following questions: What is the purpose of the gathering? What rules or customs will prevail? What will precede and follow the speech? What physical conditions will prevail (room layout, size, etc)?

**Step 3. Select and narrow the subject.** Narrow your speech to fit the time limits and the interest of your audience. Your own interest and knowledge must be considered. Only talk about subjects you are qualified to discuss. Ask yourself, “Why should this audience listen to me speak about this subject on this occasion?”

**Step 4. Gather the material.** Build your speech by drawing together what you already know about the subject and deciding what points you want to include in your speech. Gather additional information – facts, illustrations, stories, and examples – with which to develop your speech.

**Step 5. Organize the speech.** Set down a central thought or theme for your speech and the main points you plan to use to support your theme. A good speech should contain no more than three or four main points. Select the order in which to present these main points. Under each main point fill in the detailed items, ensuring the details are related to the point under which they are included. It is very important that you build your speech with unity and coherence. Your speech should transition smoothly from one main point to the other.

**Step 6. Deliver your speech aloud.** Some speakers practice their delivery in front of a mirror. You will never become an effective speaker until you have faced a live audience and evaluated yourself in that mirror. Practicing in an empty room is an aid to memory and organization, nothing more. Practicing before a group of friends is largely useless because friends are inclined to be too generous. Only the exacting mirror of a real audience will give you a perfect reflection of your abilities. The audience will give you many signals mirroring your effectiveness or weakness. Accept and accommodate yourself to both. Read your audience to measure the effectiveness of your vocal and physical delivery. If the audience has to strain forward to hear you, speak up. If the movements of your audience remind you of spectators at a ping-pong tournament, you are pacing or swaying too much.

## **Delivery**

In the final analysis, learning to become an effective speaker is a trial-and-error process. Proper planning and execution will benefit you tremendously in this process. It has been said, “Repetition is the mother of all skill,” so take advantage of every opportunity to speak; it will only assist you in honing your skills as a speaker.

Take the speaker’s stand and always speak in a clear, organized fashion with sincerity, conviction, and animation. Your audience expects you to be an eloquent, convincing speaker who is a subject matter expert on the Army, not just recruiting. Deliver your speech with enthusiasm, deliberation and determination. Feel comfortable and exhilarated while speaking. Perform your role as a communicator and place yourself on the road to speaking for success!

# Organizing recruiting stations for success

by BG Robert Wilson  
Deputy Commanding General - West

*My duties as DCG (West) are to assist the Commanding General in meeting the Army's accession goals in quality and production to support a ten-division field Army. My primary responsibility is in the western United States, to include Alaska and Hawaii. Additionally, MG Gaddis has assigned me USAREC oversight responsibility for training, resources, and reorganization. To that end, I will write a series of articles that address training, resources, and reorganization by beginning with some thoughts on organizing the recruiting station for success.*

Since arriving in October 1998, I have traveled extensively and talked to hundreds of on-production recruiters, leaders, and staff, both RA and USAR, military and civilian. I am very impressed with the quality of our military and civilians. We have a very professional and dedicated work force.

We are not, however, achieving our mission. The Army downsizing is over; there will be no mission reduction at the end of the year. If we do not recoup our losses from the 1st quarter and meet our mission requirements, the Army will be impacted in reduced readiness and capability. So what do we do? As MG Gaddis often states, "It is not business as usual." We must do something different!

There is no panacea for success; however, I offer a tool to be used at station level that I believe will organize our recruiters and recruiting stations for success. But first let me describe the problem as I see it.



BG Wilson, DCG-W

## The problem

First of all, I believe that the recruiting "center of gravity" is the station commander. As such, the station commander is responsible for analyzing his or her markets and competition, then deriving a battle plan to take ownership of all of the high schools and colleges and gain market share throughout the stations area of operation. It is the station commander that organizes the on-production recruiters for success by detailed planning and execution and time management. In other words the station commander is responsible for organizing and supervising the recruiter's time and energy in order to achieve mission requirements.

When I visit a station, the first thing I ask a station commander is to describe his/her market, market share, high schools and colleges. I then review the grad LRLs, leads, recruiter planners, and DPR comments from the station commander. The result is almost always the same: less than desirable market share, leads not worked within 24 hours, and the grad LRLs worked at 50 percent or below. This results in most of the recruiters scrambling to make mission.

When I ask the station commanders for their plan to take ownership of the schools, to gain market share, and to explain to me their plan of attack for success, I get a lot of "hooahs" but little substance. That leaves me with a feeling that the next month will be no different from the current one. What I have described to you is no lack of dedication or work ethic on the part of the station commander or recruiter, we just aren't organizing for success, we are not recruiting smart.

We seem to always be in the close fight – what I mean is that recruiters find themselves scurrying to floor and ship in the last two weeks of a processing month. These last-ditch efforts to contract are normally the first to DEP loss. Because of a low DEP, the stations begin the next month in the same situation; I call this the "death spiral." It is a death spiral because their mission requirement is not tied to the prospecting plan; therefore, even if they precisely execute their plan, it will not produce the MAP requirements or mission box.

## The monthly plan

So how do we organize the station for success? The station commander must analyze his or her market and competition, must construct a battle plan to achieve success, and must drive the execution of a monthly plan, making

***"We just aren't organizing for success, we are not recruiting smart."***



changes as necessary to accomplish MAP requirements (DAPP requirements in 6th Brigade). In this article I will discuss the third element, the execution of a monthly plan, specifically the 6-week planning cycle and construction of the recruiter monthly planner.

We assign recruiters a monthly contract mission; therefore, it only makes sense to work a monthly planning calendar. The monthly planner should be completed by each recruiter and approved by the station commander two weeks before the execution month. This, in fact, becomes a contract between the station commander and the recruiter.

From the monthly planner, the recruiter completes (normally the Friday before) his or her weekly calendar that drives the daily prospecting, processing, and station commander-directed activities. The station commander DPRs with the recruiter using the weekly planner and makes changes based on the recruiter's success in execution.

Prior to the start of the month the recruiter should already know the base requirements for prospecting from the station prospecting plan and specific individual guidance from the station commander. This is then posted to the mid-range section of the planning guide. At the beginning of the RSM, the recruiter should already have his or her prospecting plan constructed by type and day to include AM and PM right down to the specific lead source to be used. This is now ready to be transferred to the daily section of the planning guide. The only changes made prior to the start of the week are made based on mission accomplishment, scheduled events; i.e. appointments, processing actions, and any other event not previously scheduled. The mid-range plan is really the driving force in executing the plan.

### The tool

Constructing the monthly planner is a four-step process. (An example of the monthly planner I refer to in this article is shown on page 10. This example is a copy of a recruiter's monthly planner from Bellevue Recruiting Station, Seattle Battalion. The station commander is SFC Giard.)

1. Lay out a monthly calendar. Annotate holidays, time off, and directed

training events. A station commander may designate a section-directed activity (boiler room) to saturate a specific target market. After entering these events on the monthly calendar, it will leave the available days in the month for mission accomplishment. Four- and three-day weeks are obvious, allowing the recruiter to plan their prospecting accordingly to meet the weekly goals and requirements for appointments made.

2. Annotate school events, DEP functions, TAIR, COI, and processing events.

3. Annotate in the margin the weekly MAP goals and requirements for appointments made (i.e., 4 GR, 3SR).

4. Fill in each day of the month with the morning and afternoon/evening prospecting plan that will produce the required appointments made to accomplish the mission requirement. Schedule prospecting for P1, P2, and P3. Approximately one third of the prospecting time should be P1, one third P2, and one third P3. The amount of P1, P2 and P3 required to get an appointment is based on the



recruiter's lead source analysis conversion rates. These conversion rates are different with each recruiter and will change monthly. Additionally, recruiters vary in success between appointments made, appointments conducted, those to test and contract. This must all be taken into consideration when building the prospecting plan for the prospecting plan to result in the required contracts. Station commander-directed activities such as two-hour boiler rooms (i.e., P1 from 1800-2000 hours, two days a week) may or may not be annotated on the monthly planner.

5. Lastly, the station commander and each recruiter *must* review the monthly planner during the 6-week planning cycle. It then becomes a contract between the two.



### Summary

In summary, the six-week planning cycle and monthly planner is an important step in organizing the station for success, because it:

- Aligns the monthly mission with the monthly plan (gets you out of the close fight).
- Links the prospecting plan to the mission requirement.
- Forces the recruiter to organize his or her time beginning the first day of the first week of an RSM.

The planning tool becomes the execution tool. Using it, the station commander DPRs direct the necessary changes for each recruiter to stay on glide path. It organizes the station for success. It will cause the recruiter to recruit smarter and more efficiently, and it will provide more time with the family.

This article focuses at the station level. The CLT is, of course, responsible for the training, care, and supervision of the SC and recruiters. The BLT, likewise, must ensure the companies and stations are organized and resourced for success. USAREC is no different from the TOE army in that it takes the entire team to be successful.

### Monthly Planner Code Explanation

- 1st digit** - indicates type of prospecting (P1)  
**2nd letter** - indicates target (**G**raduate)  
**3rd digit** - indicates time (**1** hour)  
**4th digit** - expected appointment result (**1** appointment)  
**5th group** - indicates lead source (**R**iverdale **H**igh School **C**lass of **98**)  
 \* also used to denote zip code as lead source (see 6 Oct)  
**DEP F.U.** = **DEP Follow Up**  
 Marginal information indicates weekly 635 goals for appointments made.  
**Diagonal Lines** on selected days indicates separation of morning and afternoon activities.

**Station Commander Directed Activity**  
 "Boiler Room" Directed P-1 for the station every Mon and Tues, 1800-2000 hrs (not reflected on calendar)

# October 1998

SSG Jones - Month of OCT 98 - Mission 1xSR, 1xGA

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			DPR 1G-1-1R98 3G-3-19052 1S-1-1LW99	Co Trng - Aurora 0900-1400 MEPS CLOSED		
5 OFF per S/C	6 DPR 1G-1-1R96 LWHS Visit 11-1230 1S-1-1LW99 1G-2-1R97 3G-4-198033	7 1G-1-1LW96 3G-3-1 98052 1S-1R99 DEP F.U./1G-2-1LW97	8 DPR 1G-1-1R98 (School out 2hrs early) 3G-3-198033 1S-1-1LW99 1GA	9 No School 0930-1130 Sta Trng Round Robin-Closing Handling Objections	10 SAT I+II Testing	11
12 HOLIDAY	13 DPR (Smith Sb) 1G-1-1LW96 3G-4-198052 1S-1-1R99 1G-2-1LW97	14 1G-1-1R96 3G-3-198033 1S-1-1R99 1G-3-1R97 DEP F.U.	15 DPR 1S-1-1LW96 3G-3-198052 1S-1-1R99 Personal	16   ——— ATC ———	17	18
19 1G-1-1R96 1S-1-1R99 1G-1-1R97 LWTC LIST	20 DPR 1G-1-1LW96 RHS Visit 1030-12 1S-1-1R99 1G-1-1LW97	21 1G-1-1R96 3G-3-198033 1S-1-1LW99 DEP F.U.	22 DPR 1G-1-1LW98 3G-3-198052 1S-1-1LW99 ISR	23 0930-1130 Sta Trng-Prepare A Waiver Packet	24 DEP Function D+C 0930-1200 RE-UP	25 Clocks go back 1hr
26 1G-1-1LW96 1S-1-1R99 1G-2-1LW96	27 DPR 1G-1-1R96 3G-4-198033 1S-1-1LW99 1G-2-1R96	28 1G-1-1LW98 3G-3-198052 1S-1-1R99 DEP F.U.	29 DPR RHS ASVAB 0730 Start 40 tst 3G-3-198033 1S-1-1LW99	30 LWHS+RHS HomeComing Game 0930-1130 Sta Trng Breakfast/Prod.	31 90% SRs Contacted LWHS+RHS Homecoming Dance	

4G AM  
3S PM

4G AM  
3S PM

4G AM  
3S PM

4G AM  
3S PM



# Face-to-Face Prospecting

by COL Wayne Pembroke  
USAREC Inspector General

## - Technique plus validation

During our inspections throughout the command, the majority of our time is spent quantifying and validating recruiter work ethic used on the prospecting effort being exerted by all. The following is a suggested way to improve face-to-face prospecting. Take the face-to-face plan described below, adapt it to your area, and see if it helps you in your quest for mission success.

### Face-to-face prospecting

USAREC Reg 350-6, para 3-6b, states that face-to-face prospecting is any activity that provides face-to-face contact with the general public for the purpose of obtaining appointments. It further states that these activities must be planned in advance to identify locations where prospects are likely to be located. This method of lead generation is designed to obtain exposure in the recruiting area, plus the benefit of telling the Army story.

But what is actually occurring in the station? When questioning a typical station commander on what he requires of a recruiter prior to and during face-to-face prospecting, we get strange looks and even stranger answers.

Some station commanders ask their recruiters where he or she will prospect, and to some station commanders that is sufficient. Others, but not all, give the recruiter a specific goal of what is to be accomplished. When checking planning guides, some station commanders allow the recruiter to face-to-face prospect for 1 or 2 hours, while some planning guides reveal up to 8 hours of face-to-face prospecting with little, if any, results obtained.

Some station commanders fine tune to the point of identifying where are the recruiter will go, what is the goal (or dictate a goal themselves), and what is the recruiter to do if he or she fails to obtain the intended results. Some station commanders have the recruiter document the number of people he or she comes in

contact with in their planning guides, and some even have the recruiter write the names of the contacts by the face-to-face prospecting time.

When questioning the station commander on how he or she validates what actually occurred, we again get a variety of answers. Some assume that whatever the recruiter states is fact, some occasionally state that they ride with the recruiter, and others really have no system of validation at all. It is hard to validate the contacts or what occurred without actually being there.

Most of the recruiters (and station commanders) we inspect are working extremely long hours to achieve the mission. But as you have heard before, sometimes working harder is not always the correct answer. Sometimes working smarter can yield more positive results than increased work hours. Increasing positive results from prospecting should have an impact on mission accomplishment, which should then lead to improved quality of life for our soldiers and families. Though there is no perfect way to execute face-to-face prospecting and all markets are not the same, review some of the items discussed below and see if they are true in your assigned area of responsibility.

### Findings

It is a fact that each recruiter in a recruiting station has an assigned high school and area of responsibility. However, recruiters no longer have assigned recruiting zones within the boundaries of each respective recruiting station. It is also a fact that grad LRLs in each station should be open to all the recruiters assigned to the recruiting station. But this is not what we are finding on our IG inspections.

When we inspect stations, we still find one recruiter working a zone within the station and everything and everyone

assigned to that particular zone, including previous grad LRLs. That recruiter will still face-to-face prospect only in the same area all the time.

Even the best recruiter does not possess the ability to "close the sale" on everyone he meets or conducts. Every applicant has a particular trigger button that needs to be pushed to get the commitment to enlist. A recruiter might give an applicant his best shot and never possess the ability to move that particular applicant through the processing cycle. The same recruiter who received the abuse of a parent or applicant through the telephone in all probability will never call that particular number again.

### The three Cs

Every recruiter sells differently, closes differently, and possesses different attributes that appeal to different applicants. The simple way is sometimes the best way, so let's call this plan the Three Cs.

Station commanders, with assistance from your recruiters, break your market into prospecting zones. It is recommended that you break your area into zones based upon the number of authorized recruiters. If your station were a 1-4-2, you would have six prospecting zones. Ensure that each zone has an area where a recruiter can actually get on the ground and meet people face-to-face. In a rural zone you might have to break-up the urban area you have to meet these requirements. In an urban environment it is much easier to do. It is recommended you set up a three-ring binder for each prospecting zone.

This particular plan calls for a simple sheet of paper, broken down into several areas, to be planned prior to face-to-face prospecting and then completed upon its execution. Draw three lines in the top right hand corner of the paper and place the word "goal" midway down the page.

Then draw three lines in the left-hand corner, three lines midway down the left side of the page, and then three at the bottom left hand corner.

What goes in these lines you might ask? The three lines in the top right-hand corner are for the date, name of the recruiter prospecting, and the zone where the prospecting occurred. The goal is what the recruiter or station commander decided to be the objective for that period of prospecting (i.e., two leads, one conduct, so on). The three lines in the top left hand corner are for three house calls that the recruiter is required to make on the way to the area where he will actually prospect face-to-face. The three lines in the bottom left hand corner of the page are for the three house calls that the recruiter will make on his way back from where he was face-to-face prospecting. The three lines in the middle of the left-hand side of the page are used for the three business cards the recruiter is going to gather while he is prospecting.

Where do we get the names to place in these lines, you ask? The station commander should have each recruiter face-to-face prospect in a different zone every day. This should have several positive effects. This will give a different recruiter the chance and opportunity to meet an applicant he or she might have never met if restricted to a particular zone. This should also increase the probability of an applicant's trigger button being pushed or a phone call being attempted regardless of the outcome of the last conversation. So, if the grad LRLs are truly open to everyone, each recruiter will now actively work them.

If recruiter A is going to face-to-face in zone 1 on Tuesday, he or she should prospect from the grad LRLs that support zone 1 on Monday. This is where the names for cold calls will come from to fill out the six lines allocated for that purpose. The recruiter, while he or she face-to-faces in that particular zone, will gather the business cards. The standard is three cards. Place these business cards in the back of the binders in plastic sheets for business cards. (You can get these inserts at any office supply store.) Put the recruiter's name and date of contact on

the back of each card. Then during an allotted period each week, the recruiters should re-contact these individuals, to hopefully, in time, cultivate them into COIs/VIPs.

As the recruiters complete each page (with annotated results), they should also place each page in the assigned binders. This will lead to a track record of each prospecting zone and the activities that occurred in each. On occasion, the station commander should actually ride with each recruiter to validate prospecting and provide hands-on, performance-oriented training.

This will benefit the station commander in several ways. One example is that he or she will have a recruiter walking every part of the station market every day of the week. All the station's grad LRLs will be worked evenly and every name should be re-contacted regardless of the comments listed in the LRL. COIs and VIPs should be developed to eventually yield leads. Recruiters will now have the opportunity to meet and use their different sales and closing

techniques on moving applicants that they might never have met if the zones were protected. But probably the most important reason of all, is that the recruiters will be doing something constructive every time they face-to-face prospect, regardless if they accomplish their assigned goal or not.

Now, as a station commander, you must ensure that the LRLs are annotated and refined as your recruiters execute this plan. Also, this plan might need to be somewhat modified depending on your particular market or area. Just imagine, if you are in the previously mentioned 1-4-2 station, this plan, if executed daily, in a 5-day week, will ensure your recruiters attempt 180 cold calls and gather 90 business cards every week. When you add your telephone prospecting, school visits, and DEP/DTP follow-ups to this plan, your station and recruiters' ability to achieve mission success should be greatly enhanced.

All members of this command share one common goal, making mission. The IG hopes this plan can help you succeed.

<b>Cold Calls</b>	<b>Date/Name/Zone</b>
_____	_____
_____	_____
_____	_____
<b>Business Cards</b>	<b>GOAL:</b>
_____	<b>(Set during DPR)</b>
_____	_____
_____	
<b>Cold Calls</b>	<b>Any Additional Requirements:</b>
_____	_____
_____	_____
_____	_____



# Honoring the female Buffalo Soldier

In the late 1800s on the Great Plains of western Kansas, the Kiowa tribe first encountered the Black soldiers of the 10th Cavalry. The Kiowa knew them as valiant opponents and called them the “Buffalo Soldiers.”

Today, the memory of the Buffalo Soldiers has been honored in many ways, including a bronze statue at historic Fort Leavenworth, Kan.; the Buffalo Soldier Foundation; and a postage stamp. Recently the Buffalo Soldier Foundation and Women of the World have collaborated to honor Cathay Williams, the only known female soldier in the regiment.

Cathay Williams was born into slavery near Independence, Mo., in 1842. As the Civil War began, Cathay was pressed into service as a cook for the Union Army. She was at the battle of Pea Ridge, Ark. As they moved throughout the south, she watched as the Union Army burned cotton fields and captured rebel gunboats. In 1864 she was sent to Washington to be a cook and laundress for General Phil Sheridan and his staff, and was with Sheridan during his raid through the Shenandoah Valley. After the war many of the 186,000 black Union Army soldiers who had fought honorably were permitted to continue their service in the famous 9th and 10th Cavalry, and several infantry regiments. In all, Congress authorized six all-black units in the Army.

In 1866 in St. Louis, Mo., Cathay Williams enlisted in Company A, 38th United States Infantry, under the name “William Cathay.” The surgeon’s record states that she was 5 feet 9 inches tall, black eyes, black hair and complexion. With no physical examination required to enlist and less than flattering uniforms to disguise her female form, Cathay Williams spent her military career disguised as a male soldier.

She joined her company at Fort Cummings, N.M., under the command of CPT Charles Clarke. During this time the infantry Buffalo Soldiers had multiple incidents of insubordination within the regiment. Records indicate this was highly unusual as the Buffalo Soldiers held the lowest desertion rate in the Army at that time. Cathay, however, distinguished herself as a good soldier during this turbulent time. In 1876 she told a St. Louis newspaper reporter, “I was never put in the guard house, no bayonet was ever put to my back. I carried my musket and did guard and other duties while in the Army.” She received her discharge from the Army in October 1868. There are some accounts that upon visiting the surgeon for an illness, her gender was discovered.

She applied for a pension after leaving the Army, but apparently it was never granted. She lived in parts of Colorado, and finally moved to Trinidad. After a hospitalization in 1891 she applied for an invalid pension. It was her application



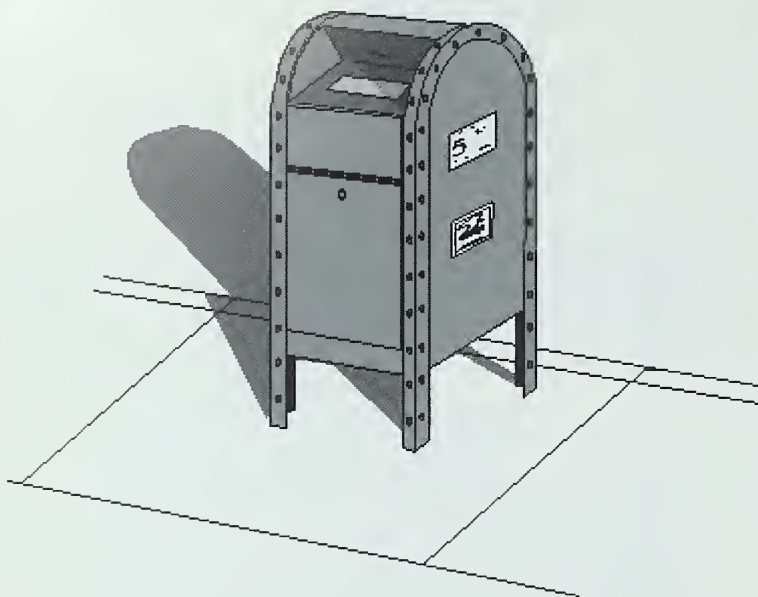
**In 1866, in St. Louis, Mo., Cathay Williams enlisted in Company A, 38th US Infantry, under the name William Cathay.**

that brought to light that an African-American woman had served in a Buffalo Soldier unit. The pension she applied for was not granted. Many reasons surround this outcome: incompetent attorneys, the fact that she could not read, missing paperwork, and the lack of military records regarding her ailment. Cathay Williams died in Raton, N.M., in 1924 at the age of 82.

For more information about Cathay Williams and the Buffalo Soldiers, visit the Web site at: [www.femalebuffalosoldier.org](http://www.femalebuffalosoldier.org).

*(Reprinted from Sacramento Rhino's Horn, Sept - Oct 1998, Sacramento Battalion, page 9.)*

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately three weeks from receipt.



### A recruiter writes:

In the December 1998 issue of the *Recruiter Journal*, the Advertising and Public Affairs Directorate put out an advertisement schedule for the US Army Reserve. It seems that we think that Army Reserve applicants stay up to 1:30 a.m. to watch Army commercials. At the same time, regular Army applicants seem to flock to primetime. I'm wondering if this is another example of USAREC equity, or if there is some sort of study showing the difference between regular Army and Army Reserve applicants.

### Chief of Staff responds:

Our data shows that great numbers of Army enlistment prospects, both active and Reserve, watch late night television, network programs airing between 11:30 p.m. and 2:00 a.m. Television audience measurement services show that network television in this time period attracts young male audiences second only in size to network primetime audiences. As a result of these measurements, this time period has been bought in the past and currently for active Army advertising. Late night television is an excellent vehicle for reaching young male audiences.

Army Reserve had a good schedule in cable for fall 1998 and a modest sports schedule; it badly needed some network television to round out its program. Network television is still, despite decreasing audience size, the best way to reach the

whole country, as cable television is only available to 55 to 70 percent of the nation. A schedule consisting of only cable would leave 30 to 45 percent of the nation without exposure to the Army Reserve message.

Unfortunately, by the time funding came through for an Army Reserve television presence in the fall of 1998, most network primetime was already sold out, and available program space increased in price 25 to 30 percent from the active Army purchase price for the primetime schedule. The only network primetime then affordable for USAR was United Paramount Network and those programs were not ones the Army Reserve wanted to advertise in, because the program content was inappropriate or because the programs did not reach the target audience. This being the case, late night television offered an attractive alternative.

The late night package offered by NBC provided good prices with audience delivery guarantees and good track records with male audiences 18-24 years old. This provided the USAR an acceptable alternative to the more expensive, less attractive primetime package offered to them by UPN. As it has worked out, the UPN audience delivery numbers for the fall are down by about 35 percent, whereas the NBC late night package purchased for USAR advertising is over delivering the men 18-24 projections by approximately 25 percent. This package has served the Army Reserve well.

"Equity is not a decision made at USAREC, for Reserve funds come from the Office of the Chief, Army Reserve. The funds allocated for USAR advertising equal only about 18 percent of those authorized for the regular Army, because that is the amount of money that the Chief, Army Reserve, can spend on advertising. The challenge for Army Reserve advertising is to leverage the awareness of Army opportunities generated by active Army opportunities generated by active Army advertising and to distinguish its "Simultaneous Benefit" offer from the active Army offer. By having its own distinct time slot, Army Reserve was able to do just that in the fall of 1998, repeatedly and in a cost-efficient manner.

**Respondents who include their phone numbers will receive a phone call within 48 hours of receipt.**



# The Way I See It

***Vision implies change.*** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Dear Chief of Staff:

***Teamwork:*** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

*Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.*

Fold here second and secure with tape

DEPARTMENT OF THE ARMY  
HEADQUARTERS  
U.S. ARMY RECRUITING COMMAND  
FORT KNOX, KY 40121-2726

OFFICIAL BUSINESS



NO POSTAGE  
NECESSARY  
IF MAILED  
IN THE  
UNITED STATES

**BUSINESS REPLY MAIL**

FIRST-CLASS MAIL PERMIT NO. 600 FORT KNOX KY

POSTAGE WILL BE PAID BY ADDRESSEE

ATTN: RCCS (CHIEF OF STAFF)  
COMMANDER  
US ARMY RECRUITING COMMAND  
1307 3RD AVE  
FORT KNOX KY 40121-9972



Fold here first



MG Gaddis wants to encourage everyone throughout USAREC to provide your "Great Ideas" to the *Recruiter Journal*. By great idea, he means a success story, a smart idea, or anything that you've found to be successful. Each month, the *Recruiter Journal* will print a collection of Great Ideas. Send your story to the *Recruiter Journal*, by E-mail to: [howee@usarec.army.mil](mailto:howee@usarec.army.mil). Please send your photographs, if your "Great Ideas" submission was a photo opportunity.

### Idea:

Our company was able to bring our DEP loss rate down to 11 percent prior to the summer of 1998 "spike" of senior shippers, ending the year with a DEP loss rate of 14.9 percent. The techniques described below have assisted us in managing in having solid DEP program.

First, we feel the company commander should assume responsibility for the DEP program. This begins with station commanders faxing the 200 card to company headquarters. The commander uses the data on the 200 card to blueprint the upcoming telephone conversation with the DEPer and/or parents. One of the most important components of the program is for the commander to attempt to contact 100 percent of the DEP pool. I never call DEPs prior to their initial DEP orientation, rather wait at least two weeks after DEP-in in order to reinforce the sale, and answer any additional questions or concerns the applicant or influencers have come up with since DEP in.

While my purpose for calling DEPs is to congratulate them on joining the Army, it serves a number of other purposes. The commander should gently probe to confirm/deny the DBM, confirm or deny the lead source ("So Johnny, how'd you meet your recruiter?", which helps to refine the company LSA), determine how supportive the parents or other influencers are of the decision, reinforce the sale to the applicant and influencers, and help assess the DEP status as GREEN or AMBER.

But in my mind, one of the best reason for commanders to call DEPer is that it establishes a certain dynamic that energizes DEP management down to the recruiter level. This is, recruiters and station commanders do not want

company commanders to know more about their DEP pool than they do, so they increase their contact with and knowledge of their DEPs. This of course is natural, as no leader ever wants their supervisors to know more about their operation than they themselves do. I personally can attest that being caught in such a situation is embarrassing. So, recruiters and station commanders increase their vigilance over their DEP pool because they know the company commander will be calling the DEP pool and gaining first hand knowledge of the DEP.

Next, company commanders must should enforce station commander notification of changes in DEP status, that could potentially cause a change in DEP status. In this way, early identification of problems can be addressed and hopefully corrected. My station commanders clearly understand that they must determine a DEP status change before I do. Factors causing a potential DEP status change, or factors requiring notification include: kids moving out of their parent's house; marriage; courtesieships; injuries; poor grades; and difficulty or inability to contact the DEP.

It should come as no surprise that one of the best preventative against DEP loss is to recruit quality prospects. I have found, with few exceptions – the higher the mental category – the less DEP loss occurrence. Companies that have high GSA rates, an effective DEP management program are found to have lower DEP loss rates.

DEP training and DEP functions are critical because they can either enhance the DEPsoldiers' decision to join the Army, or degrade it. I am convinced kids ultimately join the Army because they want to be a member of a great organiza-

tion, a winning team.

Make the DEPs feel part of a winning team. Challenge and train them physically and mentally while in the DEP, so that each time they learn a new task, or run just a bit farther, or successfully contribute to a team effort, their confidence grows. As their confidence grows, they feel better about themselves, and thus feel stronger about their Army commitment. I call this process "DEP Team Integration."

Team Integration is especially necessary for seniors. In many cases, grads are more mature and seem to understand more clearly what the Army can do for them. Seniors on the other hand, require more intensive contact and mentoring, in no small part due to they are in the DEP longer. Therefore, DEP training, DEP certificate presentations, and viable DEP functions are especially critical for seniors. In addition to team training, recruiters and station commanders must assess each DEP individually and apply specific measures to keep the DEP sold.

Another great idea to enhance DEP team integration is to form up the DEPs monthly at their school during a lunch period, before class, or at some other period. They should wear their Army T-shirts on this day. This meeting is similar in nature to meetings other unique school organizations have such as religious clubs, or special interest groups. These meetings promote unity and reinforced solidarity. Such meetings not only can fulfill a DEP contact requirement for the recruiter, but should also reinforce the sale, generate leads, and promote the Army service to classmates.

**CPT Paul T. Carter, Commander,  
Oklahoma City Battalion**





## Strength getting low

The strength of AGR recruiters is getting critically low and a plus-up of authorizations is on the horizon. Therefore, we need to find more qualified prior service applicants to fill these positions. Packets are slowly coming in and many of them are incomplete. The following are the most common errors that slow down the process that can be avoided with your help:

- A MEPS or a DOD hospital MUST do all physicals.
- Make sure the physical is complete. Special attention should be given to identify HIV results and the physical profile (PULHES).
- All documents must be certified to be true by the unit.
- Make sure the applicant initials in the appropriate places on the application. An "X" or typed initials will not be accepted.

Keep in mind we want to hire these applicants as quickly as possible and with your help we can make sure this happens. Many times incomplete packets frustrate the applicants that are looking for a quick transition and we lose them. Call us if you have a problem that may keep an otherwise qualified applicant from joining our team.

Questions can be directed to SFC Meister at 502-626-1444 or SFC Wilson at 502-626-1668, or send e-mail to: [eric.meister@usarec.army.mil](mailto:eric.meister@usarec.army.mil) or [louisa.williams@usarec.army.mil](mailto:louisa.williams@usarec.army.mil)

## Important Message Traffic

### USAREC Messages

■ 98-087 Part I – Warning Order for Fielding of the New Request System. This message provides the timelines leading up to the release of the new REQUEST system currently scheduled for Feb. 12, 1999.

■ 98-088 Part I – REQUEST/MIRS Codes for Home School

■ 98-089 – Credentials Verification. This message authorizes the use of on-line license verification for health care professionals.

■ 98-090 – Instructions for Completion of Part I, SF 86 Questionnaire For National Security Positions. This message provides all recruiting personnel with the directions for the completion of Part I of the SF 86.

### RECUSAR Messages

■ 98-043 – OSUT MOSs Available for FY 99 Alternate Training Phase I

■ 98-044 Part I – Quick Reference for Eligibility of IRR Transfers Using Recruit Data Maintenance System (RDMS)

■ 98-044 – Part II Enforcement of IRR Transfer Eligibility

## USAR Technical Warrant Officer FY 98 Production

Congratulations! The USAR TWOR ended the fiscal year at 110 percent. We achieved 385 for a mission of 350, which made us the only mission box success in USAREC. All of us here at the headquarters would like to say "thank you" to all of the Technical Warrant Officer recruiters in the field.

Our Top Recruiter award goes to SSG Kyle Upton, Baltimore Battalion. Our runner-up was SFC Steve Raines, Minneapolis Battalion.

The Top Brigade award goes to 2d Recruiting Brigade, Fort Gillem, Ga. They had an outstanding year, achieving 87 contracts for a mission of 67. The runner-up is 5th Recruiting Brigade, Fort Sam Houston, Texas. They gave us a more than respectable 83 contracts for an assigned 70.



Those who achieved and/or overproduced on the 1998 mission are as follows:

- SFC Dale Shannon - New England Bn
- SFC Cosine Romero - Miami Bn
- SFC Victor Calcano - Tampa Bn
- SFC Richard Perry - Mid Atlantic Bn
- SFC Gerald Nosky - Houston Bn
- SFC Felix Delgado - Phoenix Bn
- SFC Marcus Doo - Los Angeles Bn
- SFC Beverly DeGratia - Montgomery Bn
- SFC Ray Batiste - Jackson Bn
- SFC Timothy Benson - Kansas City Bn
- SFC Rodney Laughlin - Oklahoma City Bn
- SFC Ildefonso Rodriguez - Seattle Bn
- SFC Kim Mata - Columbia Bn
- SFC Gary Stensland - Atlanta Bn
- SFC Kimberly Fegreus - Great Lakes Bn
- SFC Michael Lawler - Dallas Bn
- SFC Shirley Grier - Sacramento Bn
- SEC Theodore Brown - St. Louis Bn
- SFC Timothy Connell - St. Louis Bn
- SFC Joseph Malcom - Nashville Bn
- SFC Brett Hardcastle - Salt Lake City Bn
- SFC Willie Garrett - Chicago Bn
- SSG Linda Andis - San Antonio Bn
- SFC Thomas Barth - Sacramento Bn
- SFC Hosea Beverly - Indianapolis Bn

We all look forward to a very prosperous FY 99. This year's mission is 300 qualified warrant officer applicants and/or IRR/IMA transfers. Keep those packets and papers coming in.

*CW5 Biere, SFC Tinsley, and SFC Svab, HQ USAREC, Technical Warrant Recruiting (Reserve) Office*



# Recruiting Support Activities

## Total Army Involvement in Recruiting and Recruiting Support Activities

### Albany

1-5 Feb. Linguist Team  
12 Feb. Tour Cold Region  
Research Lab  
15-19 Feb. Rock Band & Clinics  
7-13 Mar. Infantry/Medic Team

### Atlanta

1-5 Feb. Ranger Team  
1-12 Feb. Cinema Pod  
6-7 Feb. Army Marksmanship Unit,  
Service Pistol Team at  
Expo Crossman Air  
7-13 Feb. Medical Team  
8-14 Feb. Army Marksmanship Unit  
Intl Rifle Team Competition  
14-20 Feb. Culinary Arts Team  
1-5 Mar. Linguist Team  
12-14 Mar. Army Marksmanship Unit,  
Intl Pistol Indoor Sectional  
Competition at Fort Benning  
14-20 Mar. Medical Team

### Baltimore

2 Feb. Jazz Quintet  
5 Feb. Color Guard  
6 Feb. MP K-9 Team  
9-23 Feb. Cinema Pod  
12 Feb. Army Drill Team  
18 Feb. Rock Band and Clinic  
19-20 Feb. Army Field Band at MD Music  
Educator Conf. in Baltimore  
23 Feb. Army Drill Team  
6 Mar. Color Guard  
6 Mar. Fife & Drum Corps  
8-12 Mar. Linguist Team  
11 Mar. Band Clinic  
11-13 Mar. Army Field Band Reps. at  
NASPAAM Black Music Caucus  
in Tysons Corner, Va.  
12 Mar. MP K-9 Team  
12-20 Mar. All American Chorus  
13 Mar. Culinary Arts Team  
17-31 Mar. Cinema Van  
19 Mar. Band Clinic

### Beckley

1-5 Feb. Cinema Pod  
9-10 Feb. Rock Band & Clinic  
14-20 Feb. Medical Team  
22-24 Feb. Culinary Arts Team  
8-10 Mar. Parachute Rigger Team  
16-17 Mar. Band Clinics

### Chicago

5-19 Feb. Cinema Pod  
9-11 Feb. Army Adventure Van  
21-28 Feb. Topography Team  
24-27 Feb. Army Field Band Reps at  
American Choral Directors  
Assn. in Chicago  
7-13 Mar. Helicopter Repair Team  
14-27 Mar. Armor Crewman Team  
14-27 Mar. Computer Specialist Team

### Cleveland

4-19 Feb. Cinema Pod  
21-26 Feb. Cavalry Scout Team  
1-5 Mar. Cannon Crewman Team  
1-5 Mar. Sniper Team  
7-12 Mar. EOD Teams  
7-12 Mar. Drill Sergeant Team  
7-12 Mar. Armor Team  
21-26 Mar. Sniper Team

### Columbia

8-12 Feb. Army Marksmanship Unit  
14-19 Feb. Ranger Team  
2-4 Mar. Culinary Arts Team  
3-4 Mar. All American Chorus  
7-12 Mar. Band Clinics  
23-26 Mar. MP K-9 Team

### Columbus

1-2 Feb. Cinema Pod  
1-6 Feb. Band Clinics  
4-6 Feb. Army Field Band Reps at  
MENC N. Central Division  
Convention in Cincinnati



8-12 Feb. Linguist Team  
17-18 Feb. Army Adventure Van  
21-26 Feb. Ranger Team  
22-26 Feb. Air Assault Team  
1-12 Mar. Special Forces Team  
7-13 Mar. Search & Rescue Team  
7-14 Mar. Linguist Team  
14-20 Mar. Cavalry Scout Teams  
16-20 Mar. Culinary Arts Team

### Dallas

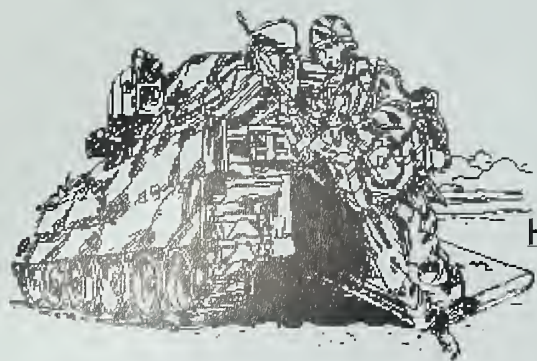
1-5 Feb. Field Artillery Survey Team  
1-5 Feb. Signal Intelligence Team  
8-12 Feb. Cavalry Scout Team  
8-12 Feb. Cannon Crewman Team  
16-26 Feb. Cinema Pod  
22-28 Feb. Combat Engineer  
22-26 Feb. Field Artillery Survey Team  
1-11 Mar. Cinema Van  
1-5 Mar. Medical Specialist Team  
1-5 Mar. Armor Crewman Team  
8-12 Mar. Bradley Fighting Vehicle Team  
15-19 Mar. MP K-9 Team  
15-19 Mar. Signal Support Team  
20-21 Mar. Army Marksmanship Unit  
International Rifle Team  
Competes in Dallas, TX

### Denver

1-8 Feb. Army Boxing Trials at  
Fort Carson  
1 Feb.-9 Mar. Army Wrestling Trials at  
Fort Carson  
1-12 Feb. Medical Skill Team  
2 Feb. Aviation Team  
4 Feb. Tour of Fort Carson  
8-12 Feb. Rock Band Concerts & Tours  
19 Feb. Operating Room Tech  
19 Feb. MP K-9 Team

*Events are subject to change without notice. Check with your battalion Advertising and Public Affairs Office for confirmation and details.*

# Schedule of Events



## Denver (continued)

1-5 Mar. Ranger Team  
4-13 Mar. National Boxing Championships at Colorado Springs (featuring Army boxers)  
9-14 Mar. Armed Forces Wrestling Championships at Fort Carson  
10 Mar. HEMMT Team  
16-20 Mar. Culinary Arts Team

## Des Moines

1-13 Feb. Aviation Mechanic Team  
7-12 Feb. Ranger Team  
14-20 Feb. MP K-9 Team  
  
2-31 Mar. Cinema Van  
14-20 Mar. Culinary Arts Team  
14-20 Mar. Band Clinics  
21-27 Mar. Linguist Team

## Great Lakes

1-3 Feb. Cinema Pod  
1-8 Feb. Culinary Arts Team  
4-7 Feb. Parachute Team  
7-13 Feb. Supply/Communications Team  
7-13 Feb. Culinary Arts Team  
7-13 Feb. Mobile Kitchen Display  
9 Feb. Culinary Arts Team  
21-26 Feb. Ranger Team  
21-27 Feb. Infantry Scout Team  
23-26 Feb. Cinema Pod  
  
7-13 Mar. Infantry Scout Team  
7-13 Mar. Communications Team  
14-20 Mar. Research & Development Display  
14-20 Mar. Light Wheeled Vehicle Mechanic Team  
28 Mar. -1 Apr. Army Marksmanship Unit

## Harrisburg

4-15 Feb. Army Marksmanship Unit Service Pistol Team at Harrisburg Sports Show  
Cinema Van  
8-22 Feb. Army Taekwondo Trials at Fort Indiantown Gap

9-11 Mar. Culinary Arts Team  
9-11 Mar. Spanish Linguist Team  
14-19 Mar. Armed Forces Taekwondo Tournament at Fort Indiantown Gap  
Rock Band & Clinic

## Houston

1-10 Feb. Cinema Pod  
3-9 Feb. Cinema Van  
22-26 Feb. Military Intelligence Team  
  
1-5 Mar. MP K-9 Team  
1-5 Mar. Linguist Team  
15-31 Cinema Van  
22-26 Mar. Medical Team  
24-26 Mar. Culinary Arts Team  
24-26 Mar. MP Team  
29-31 Mar. MP K-9 Team  
29-31 Mar. Linguist Team

## Indianapolis

11-15 Jan. Infantry Team  
8-12 Feb. Infantry Team  
8-12 Feb. Personnel Action Specialist Team  
  
8-12 Feb. EOD Team  
22-26 Feb. Wheel Vehicle Mechanic Team  
22-26 Feb. Communications Team  
  
7-13 Mar. Ranger Team  
8-12 Mar. Culinary Arts Team  
8-12 Mar. Combat Engineer Team  
15-19 Mar. Legal Team  
15-19 Mar. EOD Team with Robot

## Jackson

22-26 Feb. Culinary Arts Team  
  
1-5 Mar. Culinary Arts Team  
15-19 Mar. Band Clinics  
22-26 Mar. Computer Specialist

## Jacksonville

1-5 Feb. Female Mechanic Team  
13-19 Feb. Culinary Arts Team  
14-19 Feb. Armed Forces Cross Country Trials at NAS Mayport  
21-28 Feb. Chemical Team  
  
2-7 Mar. World Class Athlete Runners  
8-15 Mar. Army Marksmanship Unit Competes in Dixie Match in Jacksonville  
Band Clinics  
Cinema Van  
16-19 Mar. Army Marksmanship Unit

## Kansas City

8-12 Feb. Linguist/Journalism Team  
8-12 Feb. Drill Sergeant Team  
14 Feb. Band Clinic  
16-25 Feb. Cinema Pod  
22-26 Feb. Linguist Team  
  
20-26 Mar. Army Adventure Van

## Los Angeles

4 Feb. Tour to NTC  
7-13 Feb. Medical Team  
22-26 Feb. Veterinary Team  
17-25 Feb. Army Adventure Van  
22-26 Feb. Veterinary Team  
  
1-5 Mar. Multi-MOS Team  
7-13 Mar. Ranger Team  
7-13 Mar. Aviation Team  
7-13 Mar. Unmanned Aerial Vehicle Team  
8-12 Mar. Communications Repair Team  
15-31 Mar. Cinema Van  
21-27 Mar. Unmanned Aerial Vehicle Team

## Miami

27 Feb. Humvee Static Display  
  
4-7 Mar. Army Marksmanship Unit Service Pistol Clinic in Miami  
Army Adventure Van  
6 Mar. Humvee Static Display  
6 Mar. Humvee Static Display  
13 Mar. Humvee Static Display  
20 Mar. Humvee Static Display

## Mid-Atlantic

2-4 Feb. Linguist Team  
16-18 Feb. Medical Team  
16-18 Feb. Linguist Team  
23-25 Feb. Culinary Arts Team  
  
3-5 Mar. Band Clinics  
8-12 Mar. Broadcast Journalist  
15-19 Mar. NBC Team  
15-19 Mar. Divers  
22-26 Mar. Dental Team  
23-25 Mar. Linguist Team



Events are subject to change without notice. Check with your battalion Advertising and Public Affairs Office for confirmation and details.



# Schedule of Events

## Milwaukee

7-13 Feb. Medical Team  
21-27 Feb. Electronic Maintenance Team

7-13 Mar. Mechanic Team  
14-19 Mar. Ranger Team  
21-27 Mar. Construction Team

## Minneapolis

1-7 Feb. Engineers (USAR)  
1-7 Feb. Culinary Arts Team  
1-7 Feb. Arctic Survival Skills Clinic  
1-7 Feb. Army Adventure Van  
1-14 Feb. Air Assault Team

1-5 Mar. EOD Team  
7-13 Mar. MP Team  
7-20 Mar. Air Assault Team

## Montgomery

8 Feb. Tour of Fort Benning  
12-14 Feb. Avenger Team  
16-26 Feb. Cinema Pod  
18-19 Feb. Band Clinic  
21-26 Feb. Ranger Team

12 Mar. Tour of Fort Benning  
14-16 Mar. German Linguist Team  
14-17 Mar. Army Marksmanship Unit  
18-25 Mar. Army Marksmanship Unit  
Action Shooting Team  
Competes in Alabama State  
Championship  
27-28 Mar. Golden Knights at Eglin AFB

## Nashville

2-3 Feb. Band Clinic  
8 Feb. Band Clinic  
20 Feb. Infantry Team  
20 Feb. MP Team

2 Mar. Journalism Team  
2 Mar. Medical Team  
3 Mar. MP Team  
3 Mar. Helicopter Display  
10 Mar. Medical Team  
10 Mar. Helicopter Display  
12 Mar. Infantry Team  
12 Mar. MP Team  
16 Mar. MP Team  
16 Mar. Medical Team  
18 Mar. Infantry Team  
20 Mar. Humvee Display  
23 Mar. Aviation Crew & Display  
25 Mar. Light Wheeled Vehicle  
Mechanic  
25 Mar. Aviation Display



## New England

1-3 Feb. World Class Athlete Runner  
1-5 Feb. Ranger Team  
1-5 Feb. Construction Engineer Team

22-26 Feb. Communications Repair Team  
1-12 Mar. Cinema Van  
7-13 Mar. MP Team  
7-13 Mar. Wheeled Vehicle Mechanic  
Team  
7-13 Mar. Journalism Team  
7-13 Mar. Culinary Arts Team

## New Orleans

1-5 Feb. Cannon Crewman  
7 & 15 Feb. HUMVEEs For Mardi Gras  
7-16 Feb. EOD Team  
7-13 Feb. Armor Crew Team  
21-27 Feb. Culinary Arts Team  
21 Feb.-3 Mar. Network Systems Operators

## New York City

1-6 Feb. Infantry Medic Team  
22-26 Feb. Wheel Vehicle Mechanic  
Team  
26-28 Feb. Army Field Band Reps at  
MENC Southern Division  
Conference in NYC

7-13 Mar. Communications Repair  
Team  
7-13 Mar. Ranger Team

## Oklahoma City

1-6 Feb. Track Vehicle Mechanic  
Team  
1-6 Feb. Culinary Arts Team  
2-10 Feb. Cinema Pod  
2-9 Feb. Cinema Van  
8-12 Feb. Global Positioning Satellite  
Team  
8-12 Feb. Culinary Arts Team  
8-12 Feb. Medical Specialist Team  
8-12 Feb. MP Team  
8-12 Feb. Communications Team  
15-19 Feb. Combat Engineer Team  
17-19 Feb. MLRS Team  
22-26 Feb. Wheel Vehicle Mechanic  
22-26 Feb. Military Police Team  
22-26 Feb. Medical Team  
22-26 Feb. Culinary Arts Team

1-6 Mar. Drill Sergeant Teams  
22-26 Mar. MP Team  
29-31 Mar. Band Clinics

## Phoenix

1-5 Feb. Spanish/Russian Linguist  
Team  
3-19 Feb. Cinema Pod  
15-20 Feb. Army Marksmanship Unit  
International Pistol  
Competition  
18-22 Feb. Army Marksmanship Unit  
International Rifle Competition

1-5 Mar. Avenger Team  
8-12 Mar. Unmanned Aerial Vehicle  
Team

*Events are subject to change without notice. Check with your battalion Advertising and Public Affairs Office for confirmation and details.*

# Schedule of Events

## Pittsburgh

1-5 Feb. Cinema Van  
1-5 Feb. Culinary Arts Team  
8-12 Feb. Band Clinics  
21-26 Feb. Ranger Team  
22-26 Feb. Infantry/Medic Team

## Portland

1-5 Feb. Communications Team  
7-13 Feb. Ranger Team  
8-12 Feb. Korean Linguist  
12-14 Feb. Army Field Band Reps at  
MENC Northwest Division Conf.  
in Portland  
14-20 Feb. Special Forces Team  
22-26 Feb. Band Clinics  
  
1-5 Mar. Culinary Arts Team  
1-5 Mar. MP K9 Team  
7-13 Mar. Mechanic Team with Humvee

## Raleigh

1 Feb. 82d Airborne Chorus  
1-5 Feb. EOD Team  
8-11 Feb. Culinary Arts Team  
11 Feb. 82d Airborne Chorus  
17 Feb. 82d Airborne Chorus  
22-26 Feb. Army Adventure Van  
22-26 Feb. Journalism Team  
22-26 Feb. Army Adventure Van  
  
8-12 Mar. Journalism Team

## Sacramento

1-5 Feb. Ranger Team  
14-27 Feb. Parachute Rigger  
18-25 Feb. Cinema Van  
  
7-20 Mar. US Army Drill Team Reps.  
14-27 Mar. Linguist Team

## Salt Lake City

1-2 Feb. Cinema Pod  
3-9 Feb. Cinema Van  
8-13 Feb. Culinary Arts Team  
14-20 Feb. Ranger Team  
22-27 Feb. Medical Team

1-10 Mar. Cinema Van  
8-13 Mar. MP Team  
22-26 Mar. Communications Team

## San Antonio

3 Feb. Army Field Band Concert  
3-6 Feb. Army Field Band at Texas  
Music Educators Conference  
5-13 Feb. Armed Forces Wrestling Trials  
at Kelly AFB  
7-12 Feb. Special Forces Team  
8-12 Feb. Journalism Team  
16-26 Feb. Cinema Van  
22-26 Feb. Medical Team  
22-26 Feb. Culinary Arts Team  
22-26 Feb. MP Team  
24-27 Feb. Army Field Band Reps at  
College Band Directors Nat'l  
Assn. Convention in Austin

1-26 Mar. Linguist Team

## Seattle

2 Feb. Fort Lewis Tour  
3 Feb. Band Clinic  
4 Feb. Tour Madigan Army Med. Ctr  
4-26 Feb. Cinema Pod  
5 Feb. Tour 158th Aviation  
9 Feb. Tour Madigan Army Med. Ctr  
10 Feb. Tour Madigan Army Med. Ctr  
11 Feb. Tour Fort Lewis  
12 Feb. Wheel Vehicle Mechanic Team  
18 Feb. Tour Fort Lewis  
25 Feb. Tour Fort Lewis

8-12 Mar. Heavy Wheeled Vehicle  
Mechanic Team  
16 Mar. Band Clinic  
18 Mar. MP Team

## Southern California

1-6 Feb. Culinary Arts Team  
4-11 Feb. Army Adventure Van  
6 Feb. Humvee Display  
9 Feb. Tour to National Training Ctr  
21-27 Feb. Special Forces Team  
20-27 Feb. MP K-9 Team  
24-25 Feb. Cinema Pod  
27 Feb. Tour of NTC

7-13 Mar. Arabic/Chinese Linguist Team  
14-20 Mar. Broadcaster Team  
14-20 Mar. MP K-9 Team  
20 Mar. Tour NTC  
27 Mar. Golden Knights at Riverside,  
CA

## St. Louis

2 Feb. Band Clinic  
7-12 Feb. Arabic Linguist Team  
10 Feb. Band Clinic  
7-12 Feb. Culinary Arts Team  
13-19 Feb. Special Forces Team  
16-26 Feb. Cinema Van  
21-26 Feb. Cavalry Scout Team  
21-26 Feb. Pathfinders Team  
21-26 Feb. Aviation Team

3 Mar. Band Clinic  
14-19 Mar. Ranger Team  
19-21 Mar. Army Adventure Van

## Syracuse

1-5 Feb. Mechanic Team w/HUMVEE  
12 Feb. Rock Band & Clinic  
22-26 Feb. Culinary Arts Team  
  
7-13 Mar. Infantry/Medic Team  
4 & 17 Mar. Humvee Displays

## Tampa

8-12 Feb. Band Clinic  
22-26 Feb. Ranger Team  
  
1 Mar. Mechanic Team  
1-12 Mar. Cinema Van  
7-9 Mar. Army Field Band Reps at  
MENC Southern Division Conf.  
in Tampa  
8 Mar. MP K-9 Team  
8 Mar. Ranger Team  
8 Mar. Culinary Arts Team  
22 Mar. Ranger Team



*Events are subject to change without notice. Check with your battalion Advertising and Public Affairs Office for confirmation and details.*



# Congressman Clement visits Antioch

By Lee Elder, Nashville Battalion  
Advertising and Public Affairs

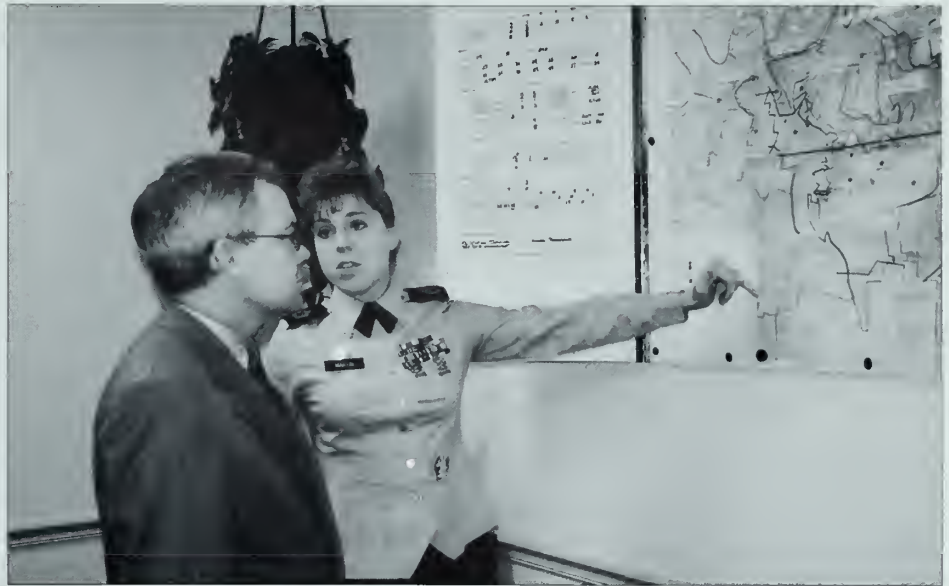
**NASHVILLE, Tenn.** — US Army recruiters got a welcome visit from US Representative Bob Clement, Nov. 10 when the five-term congressman visited the Antioch (Tenn.) Army Recruiting Station.

While at the station, Clement was briefed on the progress of Army recruiting by the station's commander, SFC Sonji J. Martin, Nashville Company Commander, CPT G. Bruce Gipson and ISG William DeWalt. Also on hand to talk to the congressman were MAJ Larry D. Boggs and CSM Kevin J. Wood, executive officer and CSM, respectively, of the Nashville US Army Recruiting Battalion.

Clement was first elected during a special election in 1988 and had just won a sixth term the week before. He glowingly recalled his days as an active-duty soldier and said his two years of active duty were "one of the greatest experiences of my life." Since leaving active duty in 1970, he has served in the Tennessee National Guard where he holds the rank of colonel.

Clement was particularly concerned that many schools in his congressional district are not open to Army recruiters.

"All young people should know all the options in life whether they pursue the military or not," Clement told recruiters. "I'm worried that today's young people have



*SFC Sonji J. Martin, station commander, Antioch Station, briefs US Representative Bob Clement on recruiting in the south Nashville area during his recent visit.*

no discipline or esprit de corps."

As a reminder of his visit, Clement was presented an Honorary Scout certificate from the Nashville Battalion. This certificate promoted Clement as an honorary member of the battalion that handles Army recruiting for most of the Tennessee and Kentucky areas.

To local recruiters, who are busy trying to maintain the Army's strength in a challeng-

ing market, the visit was a definite boost.

"We really appreciated Congressman Clement's visit," said Boggs, a Tennessee native. "He listened attentively and asked a lot of questions."

"Plus, our recruiters were really heartened that he would take time out of his busy schedule to come by and visit with us."



# GEN Shelton visits Raleigh station



Story and photo by Donna L. Pluillips, Raleigh  
Battalion Advertising and Public Affairs

**Raleigh, N.C.** — Army recruiters of Raleigh Main Station were visited by GEN Hugh Shelton, Chairman of the Joint Chiefs of Staff, Sept. 28, 1998. Raleigh Main is part of an Armed Forces Recruiting Center.

He told the recruiters that the main issues he will be fighting for on Capitol Hill are closing the money gap between private industry and the military, and looking at plans to make the military more appealing to high school and college graduates.

As he departed the station he shook hands with each recruiter and presented them with his official coin.

*SFC Sylvester Bracey, station commander, Raleigh Main Station, and servicemembers of the Armed Forces Recruiting Center welcome GEN Shelton.*

# Efforts of joint services is a success

*Story and photos by Linda Garrett, Oklahoma City Battalion Advertising and Public Affairs*

**LITTLE ROCK, Ark.** — The Army, Air Force, and Coast Guard combined their efforts to provide entertainment, excitement, and hands-on displays for the Little Rock Air Show, October 23-24, 1998. The crowd of approximately 200,000 people enjoyed the beautiful weather while they watched aerial demonstrations, precision flying, and the accuracy of the Golden Knights demonstration parachute team.

The Golden Knights did a tandem jump with newscaster Paula Hennessey of KARK-TV, Little Rock. The Coast Guard (Freeport, Fla.) were excited about flying the Golden Knights and the opportunity to have their picture taken with the team.


"I'm a little nervous," Hennessey said as she prepared for the planes' take off. But once in the air, her tandem partner and instructor, SSG Mike Kailian, kept her relaxed by telling jokes.

As the plane maneuvered over the drop zone, they reviewed the jump positions and went over last minute details. As they made their way to the back of the plane, she said, "This is a heck of a way to spend an afternoon." With one last puff of oxygen and a thumbs up, they stepped off the ramp and

were gone. The jump was a great success and an exciting media event.

Once the Coast Guard plane landed the crew started preparing their plane for visitors. Also preparing for the onslaught of visitors were the Army recruiters and Army Reserve units, who were busy putting the equipment and static displays in place. LTC Charlie Martin, commander of the 489th Engineering Battalion in Little Rock, provided 12 pieces of equipment, the largest display in the Oklahoma City Battalion's history.

The recruiters made many contacts and shared the benefits of the Army with thousands of people. Many DEP soldiers were on hand to see the Golden Knights and the equipment they may one day operate. The Army Reserve personnel explained what each piece of equipment was used for and demonstrated its capabilities.

Little Rock Air Force Base provided the location, the Golden Knights provided great Army awareness, the Army Reserve unit provided equipment to really show the Army's capabilities, and the Coast Guard joined the team to make it all happen. Joint efforts like these promote the military and give recruiters a chance to sell the Army. 



*SSG Mike Kailian, Golden Knights tandem instructor, makes last minute adjustments to the rigging for Paula Hennessey, KARK-TV news reporter during the media day jump at the Little Rock AFB Open House.*



*Matt Brown, a junior at Greenbrier High School, talks to SFC Michael A. McGee, Jacksonville Station.*

*DEP member, Jeremy Eades, does chin ups to show SFC Howard L. Stewart, Jacksonville Station that he's ready for his PT test.*





# Mom becomes Army recruiter's ally

By Lee Elder, Nashville Battalion  
Advertising and Public Affairs

**ELIZABETHTOWN, Ky.** — A recruiter will tell you that often one of the hardest parts of demonstrating Army opportunities to young men and women is convincing mom. Many concerned mothers often urge their sons and daughters to stay close to home and get a job or an education. Some even see red at the prospect of their child donning Army green.

That's not so with Dr. Jo Blease. The principal at Walker Intermediate School, Fort Knox, Blease said she was delighted when her son, Brady Davis Garabato, recently joined the US Army. He also continues the family's military tradition — his father is retired MAJ Frank Garabato, his paternal grandfather is SGM Davis Garabato and his maternal grandfather is retired Army MG Morris J. Brady. However, Blease said she's even more pleased he has also taken a big step toward forging his own place as "a contributor to society."

A 1998 Elizabethtown High School graduate, Garabato enlisted in the Army's Military Intelligence Corps Nov. 13 as an interrogator. As part of his training, he will receive formal schooling in a yet-to-be-determined foreign language at the Defense Language Institute in Monterey, Calif., according to US Army recruiter SSG Roy Allen Jr, Elizabethtown Recruiting Station.

"He wasn't easy," Allen recalled laughingly. "It wasn't an initial sale, but now he's happy."

"That's what really counts in the end."

With a good academic history and an outstanding score on the ASVAB, young Garabato could have had a number of prime jobs in any branch of the military he wanted. However, he chose the Army over the Navy and Kentucky National Guard for only one reason.

"(The Army) had the job he wanted," Blease said. "That was the bottom line."

"If he had chosen another service, we would have supported him, but it (the Army) is a strong tradition in our family."

Despite interests in math and science and prowess as a musician, the prospect of formalized language training was a big draw to her son, Blease explained. During his high school career, he competed statewide in

French language studies and wanted to pursue the study of language while in uniform.

The Army position also includes training at Fort Huachuca, Ariz., the home of the Army's Military Intelligence Corps. In Jan., he completed basic training at Fort Leonard Wood, Mo., and now goes on to AIT.

"I've received a postcard and two quick phone messages," Blease laughed. "What really struck me was that he was enthusiastic."

"He's doing something that's challenging, and he's rising up to meet the challenge. I think it's critical to have something we can take pride in and that we feel good about doing."

As a long-time educator, Blease said she is concerned that today's young people aren't offered enough challenges and opportunities to contribute to society. She said the military, unlike some institutions, still gives young adults a chance to excel.

"When you're 18 years old and enlist in the Army, you make an adult commitment," Blease said.

"Quite frankly, a sense of commitment is what's missing from a lot of people's lives."

"Serving your country in the Army gives young people a sense of pride as opposed to frying burgers or working for minimum wage at the mall. You don't get that sense of commitment that you get when you're in the service. In the Army, you're a part of something that is urgent and something that is all-important."

Instead, Blease explained, many young people adopt the mindset of the "MTV generation." This philosophy entails simply taking care of yourself, partying and spending a lot of money.

As a result, learning core values is often lost on today's young people.

"There are very few places anymore that promote these values," Blease explained. "I'm not even sure you get this training in most colleges today."

"We are lacking in institutions which teach young people to be contributors to society, and not

merely consumers."

Despite her enthusiasm for her son's choice, wouldn't the mother in her preference that he be at a college somewhere instead of crawling through the backwoods of Missouri?

"Sure, I want my son to be safe, but I want him to develop as a young man," Blease said. "Adversity builds character."

"There is nothing that destroys one's self esteem like doing something easy. It doesn't challenge you."

"I know he's doing the right thing," she added. "I'm not worried."

Allen said he wanted Garabato to make the best choice on his own.

"I didn't pressure him," Allen said. "I've never really pressured a kid into joining the Army."

"I wanted him to join the Army because it's his choice. I think Davis knew I was more interested in his needs than my own and that he could trust me."

Allen said Garabato will do well in his new line of work. 📞



*Dr. Jo Blease, principal, Walker Intermediate School, Fort Knox.*

1. What is the role of the recruiter?

- a. communicator
- b. planner
- c. public relations specialist
- d. student counselor
- e. all of the above

2. In reference to the Dual Market concept, which is not employment oriented?

- a. long tour
- b. service to country
- c. independence
- d. family benefits

3. RS commanders will ensure results of Hometown Recruiter Assistance Program (HRAP) activity are reported on \_\_\_\_\_ and forwarded through the chain of command to reach HQ USAREC manager not later than \_\_\_\_\_ days after duty is performed.

- a. USAREC Form 1122, 30 days
- b. USAREC Form 979, 15 days
- c. DA Form 4187, 10 days
- d. none of the above

4. Which activities can a HRAP soldier perform?

- a. drive applicants to MEPS
- b. run police checks
- c. make cold calls off the LRL
- d. all of the above
- e. none of the above

5. What USAREC pamphlet covers School Recruiting Program Handbook?

- a. USAREC Pam 40-4
- b. USAREC Pam 350-13
- c. USAREC Pam 601-8-1
- d. USAREC Pam 600-12

6. Leadership is the process of influencing others to accomplish the mission by providing \_\_\_\_\_ , \_\_\_\_\_ , and \_\_\_\_\_ .

- a. purpose, direction, understanding
- b. direction, motivation, standards
- c. purpose, direction, motivation
- d. none of the above

7. You must create a climate that encourages your subordinates to actively participate and want to help

accomplish the mission. Key ingredients to develop this relationship are \_\_\_\_\_ , \_\_\_\_\_ , and \_\_\_\_\_ .

- a. the led, leader situation
- b. know yourself, subordinates, superiors
- c. self improvement, teamwork, responsibility
- d. mutual trust, respect, confidence

8. What USAREC regulation covers police checks?

- a. USAREC Reg 601-89
- b. USAREC Reg 601-94
- c. USAREC Reg 601-91
- d. USAREC Reg 601-210

9. Are you required to run police checks if the agency charges a fee for photocopying?

- a. Yes
- b. No

10. Does the applicant have to sign DD Form 369 if the police agency does not release information?

- a. Yes, always original
- b. No

11. What code do you use during processing for an applicant that has no diploma, but has 24 semester hours of college?

- a. 12L
- b. 12B
- c. 128
- d. 11E
- e. 109

12. In what regulation can you find the troubleshooting guide?

- a. USAREC Reg 350-7
- b. USAREC Reg 350-6
- c. USAREC Reg 601-56
- d. USAREC Reg 601-210

13. DEP separation procedures are in accordance with \_\_\_\_\_ and the recruiter will initiate what USAREC Form \_\_\_\_\_?

- a. USAREC Reg 350-6, USAREC Form 988
- b. USAREC Reg 601-56, USAREC Form 986
- c. USAREC Reg 350-7, USAREC Form 968
- d. none of the above

The answers to this month's test can be found on the inside back cover.



# Morrell Awards



## JACKSONVILLE

MSG Paul Ohmann

## GREAT LAKES

SSG John E. Sedrowski

SSG Davis Yoder

## NEW ENGLAND

SFC Louis J. Celli, Jr.

## NEW ORLEANS

MSG Kenneth W. Fitzpatrick

## SACRAMENTO

SFC James E. Hall

## TAMPA

SFC Michael J. Williams

## HQ USAREC

1SG Angel Cruz



# Recruiter Rings

## COLUMBIA

SSG William Willis, Jr.

## COLUMBUS

SSG Harvey A. Hicks

## DENVER

SFC William J. Goodwin

SFC Henriette M. Stonier

SSG Louis A. Mantrom

## GREAT LAKES

SFC Louis B. Benedict

SFC Gary Hogan

SFC Patrick Lee

SFC David J. Siefker

## HARRISBURG

SSG Jason B. Caswell

## INDIANAPOLIS

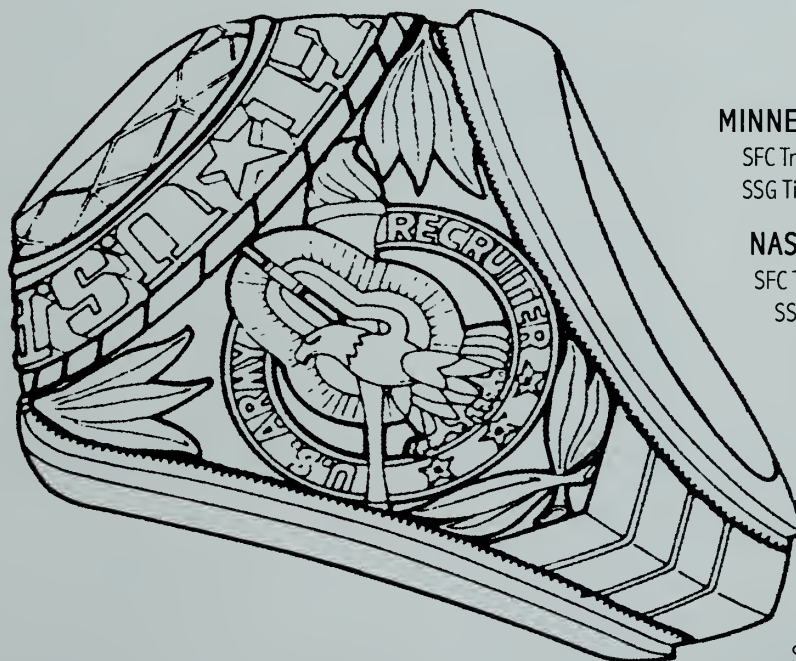
SFC Kent A. Stage

## JACKSON

SSG Robert Coates

SSG Gloria D. Crosby

SSG Ronald B. Evans



## JACKSONVILLE

SFC Rodney Sainz

## LOS ANGELES

SFC Robert A. Everhart

SFC Rafael Rivera

## MINNEAPOLIS

SFC Tracy L. Chesser

SSG Timothy L. McGillick

## NASHVILLE

SFC Timothy W. Pratt

SSG Christopher A. Casey

SSG Debbie L. Hayes

## NEW YORK CITY

SSG Hai M. Clay

SSG Joel Figueroa

SSG Chris D. Mackey

## PHOENIX

SFC Michael Campbell

SFC Vincent A. Reed

SSG Dwayne L. Ernest

## PORTLAND

SFC Steven W. Kulyk

## 1ST AMEDD

SFC Carol L. Wallace



# Gold Badges

## BECKLEY

SSG William E. Dameron

## COLUMBIA

SSG Merle L. Randall  
SSG Richard Rodriguez

## COLUMBUS

SSG Frank P. McJessy

## DALLAS

SFC Janet Forrester  
SSG Paul A. Cormier  
SSG Michael Johnson  
SSG Paul McCormick  
SSG Frank Garcia III  
SSG Michael O'Brien

## DENVER

SSG Hector Montalvo  
SGT Arron Hoelzer  
SGT Adam D. Potter

## DES MOINES

SSG Gary L. Steadman  
SSG Robert Taylor, Jr.

## GREAT LAKES

SFC Mark D. Edwards  
SSG Brian Cleveland  
SSG Robert Goethals  
SSG Jimmy Soles  
SGT William Parvin



## HOUSTON

SSG William L. Green  
SSG Arnold Salas  
SSG Patrick Sexton  
SGT Everard N. Pember ton  
SGT Marcus D. Tijerina

## JACKSON

SFC Robert V. Abernathy

## JACKSONVILLE

SFC Ronald Polite  
SSG George Issac  
SGT Stuart A. Whitman

## KANSAS CITY

SFC Stephen D. Cole

## MIAMI

SSG John Bone  
SGT Jorge Cantos

## MID-ATLANTIC

SFC Ernest E. Hospedale, Jr.  
SSG Paul M. Embry, Jr.

## MONTGOMERY

SSG Miyoshi Mumphield

## NASHVILLE

SSG Bryant D. Wilson  
SGT Joe Dice

## NEW ENGLAND

SSG James O. Lasure  
SSG Arthur L. Muncy  
SSG Robert L. Parker  
SGT Joseph A. Cooper  
SGT John C. Johnson, Jr.

## NEW ORLEANS

SSG Robert S. O'Donnell

## OKLAHOMA CITY

SSG Gregory K. Walker



SGT Delane Kelly  
SGT Sean E. Stoneman

## PHOENIX

SFC Larry E. James, Jr.  
SSG Michael S. Ellis  
SSG Daniel T. Garvito  
SSG Gregory D. Hubby  
SSG Randall E. Smith

## PITTSBURGH

SSG Gerald E. Day, Jr.  
SSG Daniel T. Kelley

## SALT LAKE CITY

SGT Kevin C. Cokely

## SAN ANTONIO

SGT Christopher D. Phillips  
SGT Guadalupe G. Velasquez

## SEATTLE

SFC Larry L. Chambers, Jr.  
SSG Douglas M. Hoernke

## SOUTHERN CAL

SGT Marvin O. LeDay

## ST LOUIS

SFC Daniel Martin

## SYRACUSE

SSG David A. Seal

## TAMPA

SSG Ernesto Escobales  
SSG William W. Mason III  
SSG John A. Redus



# Quality Volume - The Key To Our Success

## Headquarters U.S. Army Recruiting Command

RSM DECEMBER 1998



### TOP RA RECRUITERS

SSG Burghardt, A.  
(New England)

SFC Milton C.  
(Nashville)

SSG Bennett, B.  
(Chicago)

SGT Hiatt, B.  
(Kansas City)

SSG Delacruz, R.  
(Portland)

&  
SGT Aponte, A.  
(Chicago)

### TOP USAR RECRUITERS

SFC Blevins, C.  
(Beckley)

SGT Dixon, E.  
(Columbia)

SSG Brown, T.  
(Great Lakes)

SSG Caveny, D.  
(Oklahoma City)

SFC Arnold, C.  
(Salt Lake City)

### TOP LPSC STATIONS

Jamestown  
(Syracuse)

Aguadilla  
(Miami)

Racine  
(Milwaukee)

NONE

Mesa  
(Phoenix)

### TOP OPSC STATIONS

Charlottesville  
(Beckley)

St. Croix  
(Miami)

Jamestown  
(Minneapolis)

Pittsburg  
(Kansas City)

Mau  
(Portland)

### TOP COMPANY

Clarksville  
(Nashville)

### TOP AMEDD

Pittsburgh

Georgia  
&  
Alabama

Cleveland

Oklahoma City

Northwest

***“Be All You Can Be!”***

EVAN R. GADDIS  
Major General, USA  
Commanding

RO/FY 99-03

### Answers to the Test

1. e, USAREC Pam 350-7, Chapter 2-1b(3)
2. c, USAREC Pam 350-7, Chapter 3,  
Figure 3-1
3. b, USAREC Reg 601-103, Chapter 9-1a
4. e, USAREC Reg 601-103, Chapter 5b & e

5. b, USAREC Pam 350-13
6. c, FM 22-100, Chapter 1, Page 1
7. d, FM 22-100, Chapter 2, Page 4
8. b, USAREC Reg 601-94

9. a, USAREC Reg 601-94, Chapter 5j
10. b, USAREC Reg 601-94, Chapter 5e
11. a, USAREC Reg 601-89, Appendix A-3q
12. a, USAREC Reg 350-7, Appendix E
13. b, USAREC Reg 350-6, Chapter 6-4c

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